United Nations A/73/420

General Assembly

Distr.: General
10 October 2018

Original: English

Seventy-third session
Agenda item 55
Report of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories

Israeli Practices Affecting the Human Rights of the Palestinian People in the Occupied Palestinian Territory, including East Jerusalem

Report of the Secretary-General*

Summary

The present report has been prepared pursuant to General Assembly resolution 72/87. It focuses on Israeli practices affecting the human rights of Palestinians in the Occupied Palestinian Territory, including East Jerusalem, with a particular focus on the situation in Gaza, and covers the period from 1 June 2017 to 31 May 2018.

* The present report was submitted after the deadline in order to reflect the most recent developments.

18-16857 (E) 171018

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I. Introduction

1. Submitted pursuant to General Assembly resolution 72/87, the present report covers the period from 1 June 2017 to 31 May 2018. It is based on monitoring conducted by the Office of the United Nations High Commissioner for Human Rights (OHCHR) and on information collected by other United Nations entities and non-governmental organizations. It should be read in conjunction with the report of the Secretary-General on Israeli practices affecting the human rights of the Palestinian people (A/72/565), and the report of the Office of the United Nations High Commissioner for Human Rights submitted to the thirty-seventh session of the Human Rights Council pursuant to resolutions S-9/1 and S-12/1 (A/HRC/37/38).

2. The present report on Israeli practices affecting the human rights of Palestinians in the Occupied Palestinian Territory focuses principally on Gaza in the light of the disastrous humanitarian situation with which it is confronted, including as a result of the ongoing closures,[1] violations of international humanitarian and human rights law and a peak in violence that led to the highest number of fatalities since the 2014 hostilities.

II. Legal framework

3. The entire Occupied Palestinian Territory, including the Gaza Strip, is considered as being occupied by Israel, to which international humanitarian law and international human rights law apply.[2]

4. According to the international humanitarian law provisions governing occupation, the occupying power is obliged to protect the population of the occupied territory, notably to treat the protected persons humanely at all times and without any discrimination, and to take all necessary measures in its power to restore and ensure, as far as possible, public order and safety (l'ordre et la vie publics), while respecting, unless absolutely prevented, the laws in force in the country.[3] The occupying power is also required to respect, protect and fulfil the human rights of persons in the occupied territory pursuant to its international obligations.

5. A detailed analysis of the applicable legal framework can be found in the report of the Secretary-General to the Human Rights Council (A/HRC/34/38, paras. 3–11).

III. Gaza blockade and closure

6. As the occupying power, Israel has, to the fullest extent of the means available to it, the duty to ensuring the food and medical supplies of the population and to bring in the necessary foodstuffs, medical stores and other articles if the resources of the

[1] The term "closures" is used to describe the imposition by Israel of prolonged closures and economic and movement restrictions in Gaza.

[2] See A/HRC/34/38, para. 10; International Court of Justice, *Legal Consequences of the Construction of a Wall in the Occupied Palestinian Territory, Advisory Opinion, I.C.J. Reports 2004*, para. 101. See also Security Council resolutions 1860 (2009) and 2334 (2016), among others; General Assembly resolutions 62/181 and 63/98, among others; Human Rights Council resolution 10/18, among others; reports of the United Nations High Commissioner for Human Rights, A/HRC/12/37, para. 9, and A/HRC/8/17, para. 5, among others; and the declaration of 17 December 2014 adopted by the Conference of High Contracting Parties to the Fourth Geneva Convention (A/69/711-S/2015/1, annex).

[3] Hague Regulations annexed to the Hague Convention IV of 1907 (Hague Regulations), art. 43, and Geneva Convention relative to the Protection of Civilian Persons in Time of War (Fourth Geneva Convention), art. 27; A/HRC/34/38, para. 13.

occupied territory are inadequate.[4] The obligation of Israel towards the population of the Occupied Palestinian Territory reaches beyond the provision of basic supplies as it encompasses an obligation to respect its human rights, including economic, social and cultural rights, such as the right to an adequate standard of living.[5]

7. The Secretary-General has repeatedly expressed his concern over the impact of the Gaza closures on the life of the civilian population, underlining that it may amount to collective punishment, which is prohibited under international law.[6]

A. Movement of people and goods in and out of Gaza

8. Restrictions on freedom of movement of people and goods by the Israeli authorities remained a serious concern during the reporting period.

Impact of the closures on the right to freedom of movement

9. Freedom of movement is guaranteed under international human rights law,[7] which expressly provides that everyone shall be free to leave any country, including his or her own, and that no one shall be arbitrarily deprived of the right to enter his or her own country.[8] While the right to freedom of movement may be restricted, the right shall not be subject to any restrictions except those which are provided by law, are necessary to protect national security, public order (ordre public), public health or morals or the rights and freedoms of others, are consistent with the other rights recognized in international human rights law and are proportionate to the interest to be protected.[9] Restrictions on the freedom of movement from Gaza, which have a significant negative impact on the enjoyment of economic, social and cultural rights, such as the right to an adequate standard of living, health, education, work and family life, may also amount to collective punishment under international humanitarian law.[10]

10. Egyptian authorities kept the Rafah crossing closed for much of the reporting period, making the Erez crossing the only regular means of exit for Gazans to the West Bank and abroad. As a general rule, every Palestinian in Gaza who needs to travel through Erez can do so only with an Israeli issued permit, provided that he or she falls into one of three main categories[11] and the quotas for passage, defined by Israeli security authorities.[12]

11. Regarding the category of patients and their companions, only patients in need of life-saving or life-changing medical treatment that is unavailable in Gaza can apply for an exit permit, which is for single use only. Chronically ill patients in need of multiple medical appointments must apply each time they need to exit Gaza. Regarding other exceptional cases, one can exit Gaza to visit a "first-degree" relative, i.e., mother, father, brother, sister, children and husband or wife "who is seriously ill

[4] Fourth Geneva Convention, art. 55.

[5] A/HRC/24/30, para. 22, A/HRC/34/36, para. 36 and A/HRC/31/40, para. 36; See also A/HRC/34/38, paras. 30–31 and 33.

[6] A/72/565, para. 28.

[7] International Covenant on Civil and Political Rights, art. 12 (1).

[8] Ibid., art. 12 (2) and (4).

[9] Ibid., art. 12 (3); Human Rights Committee, general comment No. 27 (1999) on freedom of movement, para. 14.

[10] A/HRC/34/38, paras. 64 and 65.

[11] The three main categories are merchants, patients and their companions and other exceptional cases.

[12] Israel Ministry of Defense, Coordination of Activities in the Territories, "Unclassified status of authorizations for the entry of Palestinians into Israel, their passage between Judea and Samaria and the Gaza Strip and their travel abroad", September 2017.

with a potential life-threatening condition or who requires a protracted hospitalization".[13]

12. Fulfilling the criteria for passing through Erez does not guarantee an exit permit. For example, to visit an ailing mother, one must first collect and submit to Israeli authorities a medical report issued by a hospital confirming that the mother is seriously ill; a copy of an identity document issued by Israeli authorities (between 30,000 and 40,000 people living in Gaza do not have such identity documents and can never apply for any type of permit)[14] and, if travelling to or through Jordan, a letter from the Jordanian authorities allowing the applicant to travel through Jordan.

13. An amendment to the rules regulating the processing of exit permit requests, introduced in October 2017,[15] extended the timeline for a reply to applications from 14 working days to between 23 and 70 working days, depending on the category of applicant. This amendment was challenged by Israeli human rights organizations in a petition submitted to the Israeli High Court of Justice on 10 April 2018,[16] on the basis that the extension of the processing time for requests, without any justification or legal grounds, causes unnecessary and disproportionate harm to the human rights of Gaza residents. The first hearing is expected to be held in January 2019.

14. Another measure requires that Palestinians undertaking "travel for extended stay" can cross through Erez only if they agree to sign a waiver stating they will not return to Gaza for at least one year. This new measure is included in Israeli official policy.[17] A number of applicants, including students, reported learning of this regulation only upon arrival at Erez and had no choice but to sign the waiver or miss an opportunity to study abroad.

15. Further restrictions were introduced during the reporting period prohibiting Palestinians travelling through Erez from carrying electronic devices (other than mobile phones), food items and toiletries.[18] Through its monitoring over the years, OHCHR has observed that, when new measures were introduced and existing procedures amended, there was generally little or no communication by the Israeli authorities to inform or advise the affected population. Both the residents and the Palestinian Authority Civil Affairs Office in Gaza, report that, at times, they became aware of a change in procedures only after an application was submitted to Israeli authorities.[19]

16. The Palestinian Authority Civil Affairs Office coordinates with Israel on civil affairs matters, including "passage to and from the West Bank and the Gaza Strip". In 2017, an estimated 1,940,000 people were living in Gaza.[20] During the reporting period, the Palestinian Authority Civil Affairs Office received, on average, up to 1,000 applications per day from Palestinians wishing to exit Gaza. After screening

[13] Ibid., p. 10.

[14] Sarah Adamczyk, *Undocumented and Stateless: The Palestinian Population Registry and Access to Residency and Identity Documents in the Gaza Strip* (Norwegian Refugee Council, 2012), p. 43.

[15] See www.hamoked.org.il/files/2018/1162841.pdf (Hebrew) and www.gisha.org/UserFiles/File/LegalDocuments/procedures/general/200en.pdf (English).

[16] Israel, High Court of Justice. *Gisha and Others v. Minister of Defense and Others*, Case No. HCJ 2852/18, *Petition for Order Nisi*. Available at www.hamoked.org/Document.aspx?dID=Updates1982.

[17] Israel, Coordination of Activities in the Territories, "Unclassified status of authorizations for the entry of Palestinians into Israel", pp. 12 and 13.

[18] Office for the Coordination of Humanitarian Affairs, Humanitarian Bulletin: Occupied Palestinian Territory, December 2017, p. 4.

[19] OHCHR monitoring.

[20] State of Palestine, Palestinian Bureau of Statistics, Main Statistical Indicators in the West Bank and Gaza Strip database, available at: www.pcbs.gov.ps/Portals/_Rainbow/StatInd/StatisticalMainIndicators_E.htm.

the applications in line with Israel's strict criteria, it submitted about 250 applications per day to Israel. Its personnel do not know when or which cases will receive a response and have little or no power to challenge or reverse a decision by Israeli authorities.[21]

17. Each application submitted to Israeli authorities must next go through "security evaluations regarding the applicant and/or members of his family, as well as, according to the required administrative checks, a review of the security, political and strategic interests of the State of Israel regarding the application".[22] Israeli authorities justify rejections or delays in granting permits to patients by concerns over the misuse of permits by Hamas.[23]

18. Regularly, Israeli authorities request that Palestinians go through a security interview at Erez as a precondition to obtaining a permit. Palestinians have reported being subject to degrading treatment and intimidation during such interviews. There have also been reports of pressure on applicants to provide security-related information about Gaza. For instance, during the reporting period a cancer patient seeking treatment outside Gaza was reportedly asked during a security interview to provide details about members of armed groups in Gaza to obtain his exit permit. Since such information was not provided, his permit remained pending under "security review" by the time of drafting of the present report, despite being granted a permit on several previous occasions.[24] Palestinians providing such information to Israeli authorities run serious risks of later being arrested and interrogated by Gaza security forces. Applicants who agree to attend security interviews also risk being arrested and detained by Israel. During the reporting period, Israeli authorities arrested six separate applicants after their security interviews.[25]

Impact on the right to health

19. Owing to the lack of specialized medical care and the acute shortage in medicines in Gaza, doctors often refer patients to hospitals outside of Gaza. Yet, requiring medical treatment does not guarantee an exit permit. According to the World Health Organization (WHO), from 1 June 2017 to 30 May 2018, of 21,443 medical exit permit applications submitted to Israeli authorities, 1 9,583 were delayed or denied on security grounds. Out of 400 patients invited for a security interview during the reporting period, only 40 eventually obtained exit permits, while the others were either denied or waiting for further review.[26]

20. Applications are often delayed for months. Some Palestinians reported that their application was approved one day after a scheduled medical appointment; others received approval on the exact date of their travel, not allowing them adequate time to make it to the appointment; others did not receive any response. Many patients reported missing vital medical appointments or family members missing the chance to see a loved one before the person died.[27] In some cases, patients died due to delays in granting permits. In June 2017, a Palestinian mother of nine children, diagnosed with breast cancer for which no radiotherapy is available in Gaza, died after missing

[21] OHCHR monitoring.

[22] Israel, Coordination of Activities in the Territories, "Unclassified status of authorizations for the entry of Palestinians into Israel", p. 9.

[23] Office for the Coordination of Humanitarian Affairs, "Access to medical care outside Gaza", Humanitarian Bulletin: Occupied Palestinian Territory, special ed., May–June 2017. Available at www.ochaopt.org/content/access-medical-care-outside-gaza.

[24] OHCHR monitoring.

[25] Figures from WHO, Health Access, monthly reports, issued during the reporting period. Available at www.emro.who.int/pse/publications-who/monthly-referral-reports.html.

[26] Ibid.

[27] OHCHR monitoring.

five medical appointments in the West Bank between February and June 2017. Her application requests remained "under security review", despite her having been granted exit permits on previous occasions.

21. A patient in need of medical care outside of Gaza may be accompanied. All companions below 55 years of age require Israeli security clearance in order to travel. There have been a number of reports of patients being granted an exit permit while their companions were denied on security grounds. In April 2018, a 15-month-old girl with cerebral oedema was referred outside Gaza for medical treatment. Her mother was granted a companion permit. The baby was hospitalized for 33 days in East Jerusalem before both returned to Gaza. The mother was not granted a permit for the follow-up appointment. At the time of compiling the present report, the baby remained in hospital without her mother.[28]

22. Most persons seriously injured by Israeli security forces and in need of specialized health care outside of Gaza were not granted exit permits by Israel. On 17 December 2017, a Palestinian man, aged 28, who had been demonstrating at the Gaza-Israel fence, was shot by Israeli security forces in the abdomen, causing significant internal damage. In critical need of specialized medical care, doctors referred him to the St. Louis French Hospital in Jerusalem. The Israeli authorities denied his exit permit and he died five days later from his injuries.[29] Between 30 March and 30 May 2018, 66 exit permit applications were submitted on behalf of Palestinians seriously injured during the demonstrations during that period — 33 were denied, 22 were approved and 11 remained pending under security review.[30]

23. Even if one meets the strict criteria and is granted security clearance, crossing Erez can remain a daunting experience, with the risk of arbitrary arrest and detention. During the reporting period, eight Palestinians, including two patients, all in possession of Israeli approved exit permits, were reportedly arrested by Israeli security forces as they were crossing Erez.[31] Patients in need of medical referrals outside of Gaza also continued to experience significant delays in obtaining funding from the Palestinian Authorities to cover medical expenses.

24. In practice, the permit regime is characterized by its lack of transparency. Countless Palestinians, including terminally ill patients, wait with continued uncertainty about the status of their applications. At times they may receive a text message informing them that their application is "under security review" or that their request has been denied, or they may receive no information at all. On 27 August 2017, a Palestinian woman with uterine cancer died after being denied exit permits and consequently missing three medical appointments in the West Bank between May and August 2017. On each occasion, she had reportedly received a text message the day preceding the scheduled medical appointment, informing her that her application remained "under security review".

25. As freedom of movement is a prerequisite to the exercise of other human rights, such as the rights to family, health and education, the closures and related practices imposed by the Israeli authorities, in particular restrictions of movement, have had a devastating impact on the lives of Palestinians. These practices have also contributed to reinforcing a declared[32] Israeli policy of separation between Gaza and the West

[28] OHCHR monitoring.

[29] OHCHR monitoring.

[30] Figures from WHO, Health Access, monthly reports, issued during the reporting period.

[31] Al-Mezan Centre for Human Rights.

[32] See, for example, the State's response in Israel, High Court of Justice, *Azza Izzat and others v. Minister of Defence*, Case No. HCJ 495/12, 16 August 2012, para. 26. Available at www.gisha.org/UserFiles/File/LegalDocuments/495-12/495-12-Excerpts-from-state-response-16.08.12.pdf.

Bank, including East Jerusalem.[33] This continued to have dramatic consequences on families. About a third of Gaza residents have relatives in the West Bank, including East Jerusalem. As family visits are not one of the criteria for travel, many families remain separated for years.

Impact on economic, social and cultural rights

26. Students from Gaza, once representing 35 per cent of the West Bank student population,[34] are nowadays almost absent from its universities. Students have been subjected to significant restrictions since the outbreak of the second intifada in 2000.[35] Studying in the West Bank is not listed among the criteria for an exit permit. This effectively operates as a blanket ban preventing Gaza students from enrolling in university and other educational programmes in the West Bank, including East Jerusalem.

27. Exit of Palestinians from Gaza to participate in the Friday prayers at Al Aqsa mosque, as a travel criterion as such, continues to be suspended until further notice.[36] This is notwithstanding the granting of limited quotas for age-restricted permits issued on an exceptional basis, in particular during Muslim holidays. For Christians from Gaza, religious holidays are also restricted with quotas and age limitations, reportedly discouraging many from applying. During Easter 2018, Israel allocated 500 permits for Christians over the age of 55. In 2017, Gaza-based Christians were allocated 700 permits without age limitations.[37]

28. Exit for merchants is limited to "senior Palestinian businessmen and traders" and other senior traders "whose entry may contribute to improving the Gazan economy, and who trade only in goods approved under the civil policy applicable at time of submission of the application".[38] In 2017, the number of outstanding permits held by this category dropped by about 50 per cent as compared with previous years,[39] but increased gradually in 2018, with 1,574 permits issued in February,[40] out of about 5,000[41] recognized traders in Gaza. The processing time for permits in this category increased from 55 to 70 business days in October 2017, with many requests reportedly unanswered beyond 70 days. If a permit is granted, the Israeli authorities determine its duration.

29. The only formal commercial crossing for goods into and out of Gaza is Kerem Shalom, which is exclusively controlled by Israel's Land Crossings Authority, under the Israeli Ministry of Defence and the Coordination and Liaison Administration for Gaza.[42] The import into Gaza of goods deemed by Israel to have dual civilian and military use is prohibited unless an Israeli-issued licence to import can be acquired.

[33] See also A/HRC/31/44, paras. 12–31, and A/HRC/34/38, paras. 62–68.

[34] Palestinian Centre for Human Rights, *The Illegal Closure of the Gaza Strip: Collective Punishment of the Civilian Population* (2010), p. 85.

[35] Gisha, "50 shades of control", available at http://gisha.org/50shades/50_Shades_Of_Control_EN.pdf.

[36] Israel, Coordination of Activities in the Territories, "Unclassified status of authorizations for the entry of Palestinians into Israel", p. 7.

[37] Gisha, "50 shades of control".

[38] Israel, Coordination of Activities in the Territories, "Unclassified status of authorizations for the entry of Palestinians into Israel", p. 10.

[39] World Bank, "Economic monitoring report to the Ad Hoc Liaison Committee, 19 March 2018, p. 25; Office for the Coordination of Humanitarian Affairs, Humanitarian Bulletin, December 2017, p. 6.

[40] According to Gisha, in February 2018, 1,574 trade permits had been issued, whereas according to the Office for the Coordination of Humanitarian Affairs Humanitarian Bulletin, in June 2017 and December 2017, it was reported that 738 and 551 had been granted, respectively.

[41] According to the Palestinian Business Association, there are about 5,000 recognized traders in Gaza.

[42] See www.cogat.mod.gov.il/en/Gaza/Pages/keremshalom.aspx.

There are 117 prohibited items, ranging from medical supplies to wood panels, to entire categories of goods such as vehicles and communications equipment.

30. Export of goods from Gaza through Israel to the West Bank, including East Jerusalem, and to international markets, is restricted and dependent on Israeli approval. Few items from Gaza, such as eggplants and tomatoes, can be sold in Israel; the sale of processed food from Gaza is prohibited in Israel and the West Bank.[43] Many Israeli products, including processed food items, are imported and widely sold inside Gaza.

31. During the reporting period, 2,534 truckloads of goods exited Gaza, which represents a decline of 7.6 per cent as compared with the previous period.[44] This is more than the total number of truckloads that exited Gaza during the first eight years of the closure,[45] constituting a monthly rate of 211 truckloads, which is still 78 per cent below the monthly average for 2007, before the imposition of the closures.[46] On 14 and 15 January, the Israeli authorities closed Kerem Shalom following the discovery of a tunnel, which was subsequently destroyed. In May 2018, the Palestinian side of the crossing was severely damaged, by Palestinian demonstrators, leading to a temporary halt in operations.

32. The severe restrictions on the movement of goods and people are the main pillars of the closures and have remained substantially in place for the past decade, severely eroding the productive base of the economy of Gaza, which is ever more locked into dependence.[47] Continued efforts to reconstruct Gaza and to strengthen basic public services have been consistently delayed by Israeli restrictions on the entry of raw materials, essential equipment, spare parts and technical experts.[48] Israel unilaterally declared a significant portion of Gaza farmland and much of its fishing waters as no-go zones, effectively cutting them off for Gazan economic use. The situation has been worsened by measures imposed owing to internal Palestinian political divisions; for example, during the reporting period, the Palestinian Authority implemented measures which led to sharp reductions in the supply of electricity to Gaza.[49]

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[43] Gisha, "10 things that can be done to improve economic activity in Gaza", blog, 26 October 2017. Available at http://gisha.org/en-blog/2017/10/26/10-things-that-can-be-done-to-improve-economic-activity-in-gaza/.

[44] A total of 2,742 truckloads exited Gaza from 1 June 2016 to 31 May 2017. See Office for the Coordination of Humanitarian Affairs, Gaza Crossings: Movement of People and Goods database, available at (www.ochaopt.org/page/gaza-crossings-movement-people-and-goods).

[45] Between 2008 and 2015, according to the Office for the Coordination of Humanitarian Affairs, a total of 2,519 truckloads of goods exited Gaza. See Office for the Coordination of Humanitarian Affairs, Gaza Crossings: Movement of People and Goods database.

[46] A monthly average of 961 truckloads exited Gaza during the first half of 2007, see Office for the Coordination of Humanitarian Affairs, Gaza Crossings: Movement of People and Goods database.

[47] United Nations Conference on Trade and Development, *The Occupied Palestinian Territory: twin deficits or an imposed resource gap*, 2017, p. 2.

[48] Mohammed Samhouri, *Three Years Later After the 2014 Gaza Hostilities:* Beyond Survival: Challenges to Economic Recovery and Long Term Development (United Nations Development Programme, May 2017).

[49] Office of the United Nations High Commissioner for Human Rights, "Power shortages in Gaza deepening the humanitarian crisis, say UN rights experts", 12 July 2017. Available at www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=21866.

B. Movement of people inside Gaza

Israeli-declared restricted areas

33. Inside the territory of Gaza, all along the fence and at sea, the Israeli authorities have unilaterally declared a restricted area, which Palestinians in many cases cannot enter. The extent of the restricted area may vary.[50]

34. Even though those areas are part of Gaza in the Occupied Palestinian Territory, including both farmland and fishing waters, common practices used by the Israeli security forces to enforce the restrictions include regular military incursions, clashes and shootings along the fence, the levelling of land and damage to property.[51]

35. The restricted areas represent a significant amount of the farmland of Gaza and much of its fishing waters, remaining totally or partially inaccessible to Palestinians.[52] It is estimated that around 178,000 people[53] (7.5 per cent of the population of Gaza), including an estimated 3,700 fishermen and their dependants,[54] are affected by the imposition by Israel of access restrictions on the land and sea of Gaza.

36. The 1995 Israeli-Palestinian Interim Agreement on the West Bank and the Gaza Strip established a maritime activity area for Palestinians up to 20 nautical miles from the Gaza shore and for Israel to "take any measures necessary against vessels suspected of being used for terrorist activities or for smuggling arms, ammunition, drugs, goods, or for any other illegal activity" in all of it.[55] Since 2000, this distance has been restricted by Israeli authorities on the grounds of security concerns. They have at times completely prohibited Palestinians from fishing in their own waters.[56] The maritime activity zone was further restricted following the Hamas takeover of Gaza in 2007 and has since remained generally limited to six nautical miles.

37. During the reporting period, there were approximately 300 incidents of Israeli security forces opening fire at fishermen, killing one fisherman (aged 18), and injuring 21 others. Israeli security forces also arrested at least 44 people (see below), including four children, and confiscated 19 boats while damaging many.[57] Previous reports have documented such practices.[58]

38. On four occasions during the reporting period, Israel extended the fishing zone from six to nine nautical miles,[59] but this extension was limited in time, subject to the

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[50] Up to 300 metres from the fence is considered a no-go zone and up to 1,500 metres a high-risk zone. At sea the limit is six nautical miles.

[51] See A/72/565, paras. 34–35.

[52] Office for the Coordination of Humanitarian Affairs, "Access restricted areas in the Gaza Strip" data sheet, July 2013. Available at www.ochaopt.org/sites/default/files/ocha_opt_gaza_ara_factsheet_july_2013_english.pdf; United Nations, "Gaza ten years later: United Nations country team in the Occupied Palestinian Territory", July 2017. Available at www.un.org/unispal/document/gaza-ten-years-later-un-country-team-in-the-occupied-palestinian-territory-report, p. 18; see also Première Urgence Internationale, "The impact of the ARA on the farmers and fishermen: IHL violations and protection threats in 2017", February 2018, p. 2.

[53] Office for the Coordination of Humanitarian Affairs and World Food Programme, "Between the fence and a hard place", August 2010. Available at www.ochaopt.org/sites/default/files/ocha_opt_special_focus_2010_08_*9_english.pdf.

[54] Office for the Coordination of Humanitarian Affairs, Humanitarian Bulletin: Occupied Palestinian Territory, March 2018, p. 8.

[55] Israeli-Palestinian Interim Agreement on the West Bank and the Gaza Strip of 28 September 1995, annex I, art. XIV.

[56] A/68/502, p. 2.

[57] OHCHR monitoring.

[58] See A/HRC/34/30, paras. 12–14, and A/72/565, paras. 35 and 41.

[59] The northern sea areas, including Beit Hanoun and Beit Lahia, were always excluded, and remained subject to the limit of six nautical miles.

discretion of Israel. Many incidents were reported by fishermen, including Israeli naval forces shooting live ammunition at fishing boats well before they would reach the six nautical mile limit.[60]

39. Reportedly, 3 of the 44 individuals arrested at sea were indicted for smuggling arms, and their trials were ongoing at the time of finalizing the present report.[61] The others were released shortly after their arrest without being formally charged. Reportedly, according to some victims, once arrested, fishermen are taken handcuffed and blindfolded into Israeli custody and interrogated about Palestinian armed groups and, at times, subjected to ill-treatment. In one case, a fisherman arrested by the Israeli navy was allegedly affiliated with armed groups.[62]

40. None of the fishing boats confiscated by the Israeli navy during the reporting period have been returned to their owners. In previous years, the few boats that were returned were damaged and could not be repaired owing to the restrictions imposed by Israel on import of "dual use items" such as fibreglass, wood panels, engines and spare parts. Consequently, a number of fishermen lost their livelihoods. At the end of the reporting period, 95 per cent of Gazan fishermen were receiving aid from international humanitarian organizations.[63] As at 1 June 2018, 3,700 fishermen were registered in Gaza[64] — reportedly supporting approximately 18,250 other people — compared with 10,000 in 2000.[65] Only about 2,000 of them fish on a daily basis because fish catch and revenues are insufficient.[66] While it is widely assessed, including by the Government of Israel,[67] that the humanitarian and economic situation in Gaza has stretched to breaking point,[68] fishermen, who could help increase income levels and reduce food insecurity, have for many years been denied access by Israel to the most productive fishing areas. Such areas reportedly start at around nine nautical miles from the Gaza shore. According to the Palestinian Authority Department of Fisheries, year-round access to the fishing zone at nine nautical miles would likely result in an increase of approximately 20 per cent in revenue and jobs and an increase of 50 per cent in revenue for the sector and full employment of fishermen across Gaza with access up to 12 nautical miles.[69]

41. The official position of Israel regarding the scope of the restricted areas on land has remained unclear. A military no-go area was first unilaterally declared and enforced in 2000 up to 150 m from the fence and extended in May 2009 to 300 m from the fence. In practice, however, the width of the no-go area varies, with the high-risk zone extending several hundred metres from the fence.

42. Many farmers informed OHCHR about practices of the Israeli security forces in these areas, including the regular use of live ammunition in the direction of farmers, incursions, the levelling of farmland with bulldozers and the spraying of herbicides over Israeli territory in the vicinity of the perimeter fence, affecting their crops.

[60] OHCHR monitoring.

[61] Al Mezan Centre for Human Rights.

[62] Yoav Zitun and Ilan Curiel, "Islamic Jihad member charged with planning attack on Israeli Navy", 4 April 2018. Available at www.ynetnews.com/articles/0,7340,L-5219830,00.html.

[63] See https://euromedmonitor.org/ar/gaza.

[64] Office for the Coordination of Humanitarian Affairs, Humanitarian Bulletin, March 2018, p. 8.

[65] Office for the Coordination of Humanitarian Affairs, "Access restricted areas in the Gaza Strip".

[66] Office for the Coordination of Humanitarian Affairs, Humanitarian Bulletin, March 2018, p. 8.

[67] Itamar Eichner, "Netanyahu: Israel working to prevent humanitarian collapse in Gaza" Y Net News, 4 June 2018. Available at www.ynetnews.com/articles/0,7340,L-5278824,00.html.

[68] Office for the Coordination of Humanitarian Affairs, "Only marginal improvement in humanitarian situation in the Gaza Strip in wake of the intra-Palestinian reconciliation agreement", Humanitarian Bulletin: Occupied Palestinian Territory, January 2018. Available at www.ochaopt.org/content/only-marginal-improvement-humanitarian-situation-gaza-strip-wake-intra-palestinian.

[69] Office for the Coordination of Humanitarian Affairs, Humanitarian Bulletin, March 2018, p. 9.

Farmers noted that many among them have been forced to abandon their land and have lost access to livelihoods as a result of these practices. Some farmers report that they only realize that they are entering the restricted areas, which have no marked boundaries, because they have been shot at by Israeli security forces. On 3 March 2018, a 59-year-old Palestinian farmer died after being shot by Israeli security forces in the upper leg while weeding the family's farmland approximately 200–250 m from the fence.[70]

43. The farming sector is also affected by restrictions on goods deemed by Israel to have dual civilian and military use, with delays and limitations on the import of essential items such as pipes, timber and fertilizers.[71]

44. The Israeli practice of herbicide spraying — allegedly for a better sight line into Gaza — is also reportedly responsible for damaging agricultural production. While Israel stated that it takes place "exclusively over the territory of the State of Israel, along the security barrier with Gaza", the locations and size of areas sprayed were never disclosed, including in court proceedings.[72] This affects crops up to at least 1,000 m from the fence, including produce/crops that would not obstruct visibility owing to their size.[73] Recently, the Ministry of Defence of Israel denied a compensation case for damages estimated at $66,000, submitted on behalf of eight Palestinian farmers.[74] However, the Ministry provided compensation (61,900 new shekels) further to a claim brought by the Nahal Oz kibbutz for damage to their crops caused by aerial spraying.[75]

45. The situation in the restricted areas on land and at sea raises serious human rights concerns for people who reside there or who are dependent on those areas for livelihoods (fishermen, farmers, shepherds or rubble collectors) and remain vulnerable to threats to life and security, arbitrary arrest and detention, loss of livelihoods, restricted access to services and potential displacement. Communications by Israeli authorities regarding the scope of the access restrictions on land and at sea remain inconsistent and therefore arbitrary. The persistent lack of effective remedy and accountability for alleged violations of international law further compounds this situation.

Impact on the rights to life and security of person

46. During the reporting period, 108 Palestinians, including 14 children, were shot and killed by Israeli security forces inside Gaza in the restricted areas[76] — the highest number of fatalities recorded in Gaza since the 2014 hostilities. From 30 March until 31 May 2018, 95 demonstrators, including 12 children, two journalists and one paramedic were killed. A significant number of the killings were the result of shots to the head or upper body. On 14 May 2018 alone, 42 people, including six children, were killed by Israeli security forces.

47. The vast majority of those injured and killed were participating in demonstrations that commenced on 30 March 2018 under the banner of the "Great

[70] OHCHR monitoring.

[71] Office for the Coordination of Humanitarian Affairs, *2018 Humanitarian Needs Overview, Occupied Palestinian Territory* (2017), pp. 35 and 36.

[72] Gisha, "Gaza farmers assess the damage after another round of herbicide spraying", 1 February 2017. Available at http://gisha.org/updates/5776.

[73] Ibid.

[74] Al-Mezan Centre for Human Rights, "Effects of aerial spraying on farmlands in the Gaza Strip", briefing paper, February 2018, p. 8.

[75] Amira Hass, "Farm warfare: how Israel uses chemicals to kill crops in Gaza", *Haaretz*, 9 July 2018. Available at www.haaretz.com/middle-east-news/palestinians/.premium-farm-warfare-how-israel-uses-chemicals-to-kill-crops-in-gaza-1.6245475.

[76] OHCHR monitoring.

march of return". The demonstrations were organized by Palestinian political factions and civil society movements. Hamas and Palestinian Islamic Jihad have acknowledged that a number of their members were among those killed.[77] The demonstrations took place near the fence separating Gaza from Israel, with tents set up approximately 700 metres from the fence in different locations. Thousands of people participated, including families with children, the young and elderly people. International human rights law guarantees the rights to the freedoms of expression, peaceful assembly and association.[78] Those rights must be respected by Israel, and any restrictions on them must be imposed in accordance with the relevant provisions of international human rights and humanitarian law.

48. The large number of casualties among demonstrators, in particular the high percentage of Palestinians injured by live ammunition in circumstances that did not appear to constitute a threat to life to Israeli security forces, raise serious concerns about excessive use of force by Israeli security forces.

49. Public statements and messages by Hamas indicated the intention to use mass protests to infiltrate Israel and seek martyrdom.[79] Hundreds of demonstrators threw stones, burned tyres close to the fence, carried and waved flags and chanted national slogans. In other instances, demonstrators used flying burning kites (which, while not causing any deaths or injuries, inflicted significant damage on Israeli farmlands), occasionally threw Molotov cocktails and damaged the barbed wire on the Gazan side of the fence. In several instances, some damaged the Israeli side of the fence. The Israeli authorities reported that explosive devices and a grenade were used against their forces and that a shooting took place against an Israeli post in northern Gaza. On three occasions, Palestinian protesters attacked the Keren Shalom crossing and severely damaged infrastructure on the Palestinian side.

50. On 20 April 2018, in northern Gaza, a 14-year-old boy was shot in the head by Israeli security forces with live ammunition and killed. The initial probe by the Israeli security forces into the incident indicated that he had attempted to damage the fence,[80] which does not appear to constitute an imminent threat of death or serious injury that could justify the use of firearms. Moreover, information available indicates that the boy was shot as he was running away from the fence, approximately 250–300 metres from it.[81] On 14 May 2018, in central Gaza, a 15-year-old girl was shot in the head by Israeli security forces with live ammunition and killed. Israeli security forces claimed that, shortly before the shooting, the victim had cut some of the barbed wire fence with a cutter. She was reportedly shot in the head after having retreated 100 metres from the fence and was standing with a friend and died instantly.

51. On 29 May, reportedly in response to the deaths in Gaza, nearly 200 rockets and mortar rounds were fired from the Gaza Strip towards Israel, the largest wave of projectiles fired from Gaza since the conclusion of the previous round of fighting in Gaza in 2014.[82] Hamas and the Islamic Jihad claimed joint responsibility for the rockets and mortars fired at Israel. One mortar reportedly landed in the grounds of a kindergarten in a kibbutz in the Eshkol Regional Council, causing no injuries. In response, the Israel Defense Forces retaliated by striking targets throughout the Gaza

[77] See https://moi.gov.ps/Home/Post/123119.

[78] See International Covenant on Civil and Political Rights, arts. 19, 21 and 22.

[79] See S/2018/614, para. 17.

[80] Times of Israel, "Army said to find slain Gaza teen was trying to damage border fence when shot", 21 April 2018. Available at www.timesofisrael.com/army-said-to-find-teen-was-trying-to-damage-gaza-fence-when-shot/.

[81] OHCHR monitoring.

[82] S/2018/614, para. 19.

Strip that it attributed to Palestinian Islamic Jihad and Hamas. No casualties were reported from those retaliatory strikes.

52. In addition to the high casualty toll, the violence experienced or witnessed at the fence brought widespread mental health and psychosocial consequences. While an estimated 210,000 Palestinians were already acutely vulnerable and suffered from severe or moderate mental health disorders,[83] the caseload of people in need of mental health and psychosocial support as a result of such events was estimated to reach approximately 7,490 people with severe mental health issues and 29,960 people with mild to moderate issues. The total number of children in need of such support was projected at 18,725.[84]

53. Israeli authorities stated that security forces were targeting not peaceful demonstrators but "terrorists" and "instigators"[85] intent on breaking the fence and "infiltrating" into Israel. As highlighted by the Spokesperson of the United Nations High Commissioner for Human Rights in a statement issued on 6 April 2018, "an attempt to approach or cross the green-line fence by itself certainly does not amount to a threat to life or serious injury that would justify the use of live ammunition".

54. In addressing protests at the Gaza fence and access restricted areas, Israeli security forces must respect relevant international human rights instruments pertaining to law enforcement, including the principles on the use of force by law enforcement officials. Those principles provide, among other things, that firearms may be used against persons only as a last resort, and if the use of firearms is unavoidable, that firearms may be used against persons only if there is an imminent threat of death or serious injury.[86] Killing or causing deadly injury resulting from the use of force in the absence of imminent threat of death or serious injury may amount to arbitrary deprivation of life.[87] Killings resulting from the unlawful use of force may also constitute wilful killings, which constitute a grave breach of the Geneva Convention relative to the Protection of Civilian Persons in Time of War (Fourth Geneva Convention).[88]

55. During the ongoing closure, Gaza has endured successive rounds of hostilities, including three major escalations of hostilities (2008–2009, 2012 and 2014) between Israel and armed groups in Gaza. In addition to the loss of life and livelihoods, the extensive destruction of homes and basic infrastructure has had devastating economic and humanitarian consequences, from which many Gazans are still struggling to recover.

56. Since the hostilities in 2014, over 18,200 individuals (3,500 families) remained displaced, living in precarious conditions, often in overcrowded temporary accommodation, and were subjected to various relocations.[89] While lack of funding seems to be the main driver, Israeli restrictions on imports of essential constructions materials into Gaza have reportedly also played a role.[90] Despite these delays, restricted construction materials have been entering regularly via the Gaza Reconstruction Mechanism, agreed in 2014 by the United Nations, the Palestinian

[83] Office for the Coordination of Humanitarian Affairs, *2018 Humanitarian Needs Overview*, p. 33.

[84] Projections drawn up by the Child Protection Mental Health and Psychosocial Support Working Group.

[85] See https://twitter.com/benabyad/status/982533269236285441.

[86] Code of Conduct for Law Enforcement Officials, arts. 2 and 3, and Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, principles 5, 9, 13 and 14; see also A/HRC/34/38, paras. 45–48.

[87] International Covenant on Civil and Political Rights, art. 6.

[88] Fourth Geneva Convention, art. 147; Rome Statute of the International Criminal Court, art. 8 (2) (a) (i).

[89] Office for the Coordination of Humanitarian Affairs, Humanitarian Bulletin, March 2018, pp. 3–6.

[90] Ibid.

Authority and Israel. The prospects of improvement in peoples' lives are diminishing as they live out their days trapped in an enclave with an ever more profound sense of insecurity and hopelessness.

IV. Accountability

57. Four years after the latest escalation of hostilities in Gaza, serious concerns persist about the lack of accountability for alleged violations of international humanitarian law committed by all parties to the conflict, including for allegations of war crimes, as well as violations of international human rights law. Since the publication of the report of the Commission of Inquiry on the 2014 Gaza conflict, the Secretary-General and the United Nations High Commissioner for Human Rights have provided regular updates on the lack of progress concerning the implementation of its recommendations and highlighted concerns about the lack of accountability by the Israeli and Palestinian authorities.[91]

58. The number of cases that were closed by the Israeli Military Advocate-General without any investigation is particularly concerning given the serious allegations and prima facie evidence of violations of international law. According to the latest available update by the Office of the Israeli Military Advocate-General, dated 24 August 2016, out of 500 complaints related to 360 incidents referred to it, 80 incidents were closed before investigations, investigations were ordered into 31 incidents, among which 13 were closed, and three indictments were issued for looting.[92] The focus of the Israeli military justice system on the responsibility of low-ranking soldiers, and the closure of cases on the basis of the lack of reasonable grounds for suspicion of criminal behaviour, does not address the possible responsibility of military commanders and of other superiors.[93] In particular, serious concerns have been expressed about the lack of independence, impartiality, promptness and transparency of the Office of the Israeli Military Advocate-General.[94]

59. On 14 March 2018, the Israeli State Comptroller and Ombudsman published its fourth report on the 2014 Israeli military operation in Gaza.[95] The report suggests that international law was taken into account within the scope of Israel Defense Forces activities in Gaza, and that the civilian population had received assistance during the hostilities.

60. The report also provides an assessment of the fact-finding mechanism established following recommendations of the Turkel Commission — the General Staff mechanism for fact-finding assessments, which is subordinate to the General Chief of Staff. Despite detailing serious deficiencies in the work of that mechanism, the comptroller concludes that it is in line with requirements under international law.[96] However, while the officers of the mechanism are supposed to be outside the chain of command of the incident under examination, it remains an internal oversight body whereby the military is examining its own conduct. Thus, there are concerns as to

[91] See, in particular, A/HRC/37/41, paras. 9–17, A/HRC/34/38, para. 42; and A/71/364, paras. 40 and 51–55.

[92] Military Advocate General's Corps, "Decisions of the Israel Defense Forces Military Advocate-General regarding exceptional incidents that allegedly occurred during operation 'Protective Edge': update No. 5", press release, 24 August 2016. Available at www.law.idf.il/163-7596-en/Patzar.aspx; see also A/72/565, para. 56.

[93] See A/71/364, para. 40; A/HRC/34/38, para. 42; A/HRC/35/19, para. 20; and A/HRC/37/41, paras. 9–16.

[94] A/71/364, para. 40; A/HRC/37/41, para. 11; and A/HRC/35/19, paras. 18–19.

[95] See English translation of the report, available at www.mevaker.gov.il/he/Reports/Report_622/3cdfbe36-04fc-4ff2-b2df-33ce258ac838/dabla-eng.pdf.

[96] Ibid., p. 129.

whether the principles of independence, impartiality and effectiveness were taken into account.

61. Given these issues, it is of concern that that same mechanism is used for the inquiry into the conduct of Israeli security forces as established by the Chief of Staff of the Israel Defense Forces in April 2018, following the killing of Palestinians by Israel Defense Forces in the context of the "Great march of return" in Gaza.[97] In a statement of 30 March 2018, the Secretary-General called "for an independent and transparent investigation into these incidents" by Israeli authorities.[98] This call was echoed on 6 April 2018 by the United Nations High Commissioner for Human Rights[99] and three Special Rapporteurs.[100]

62. On 24 May 2018, the Israeli High Court of Justice issued a decision on the petitions submitted by human rights organizations regarding the Israel Defense Forces rules of engagement, in which it declares that the rules of engagement of the Israel Defense Forces during the Gaza border crisis were legal.[101]

63. The court, given the constraints on its ability to assess the open-fire policy, deferred the question to the investigations mechanism.[102] Further compounding concerns about lack of accountability is the limited access to justice for Gaza residents. In particular, the Knesset has passed several laws over the years exempting Israel from civil liabilities for any wrongful act committed by the Israel Defense Forces towards Palestinians in Gaza, legally defined as an "enemy territory". The constitutionality of that legislation is currently being challenged at the district court level.[103]

V. Conclusion

64. The cumulative impact on the Gaza population of the Israeli-imposed closures, including severe restrictions on movement of people and goods, as well as practices in the access-restricted areas, consistently undermines the ability of Palestinians to enjoy their human rights. Serious challenges remain to ensuring accountability for

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[97] Israeli media reported on 8 April 2018 that the Israel Defense Forces had appointed Brigadier General Moti Baruch, head of the General Staff Doctrine and Training Division, to lead the investigations, see Amos Harel, "Israeli military to launch probe into Gaza border deaths", *Haaretz*, 8 April 2018. Available at www.haaretz.com/middle-east-news/palestinians/.premium-israeli-military-to-launch-probe-into-gaza-border-deaths-1.5978494. See paragraph 47 of the State response dated 29 April 2018 to the petitions against the open fire regulations in the Gaza March of Return. In its decision of 24 May 2018, the High Court took note of the State response that it set up a fact-finding assessment mechanism to investigate claims of unlawful use of force and draw lessons that would minimize casualties in the future.

[98] Farhan Haq, Deputy Spokesman for the Secretary-General, "The situation in Gaza", statement, 30 March 2018. Available at www.un.org/sg/en/content/sg/statement/2018-03-30/statement-attributable-spokesman-secretary-general-situation-gaza.

[99] Liz Throssell, Spokesperson for OHCHR, "Gaza and Guatemala", press briefing note, 6 April 2018. Available at www.ohchr.org/en/NewsEvents/Pages/DisplayNews.aspx?NewsID=22925&LangID=E.

[100] OHCHR, "UN rights experts condemn Israel's response to Palestinian protests in Gaza", 6 April 2018. Available at www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=22924.

[101] Israel, High Court of Justice *Yesh Din — Volunteers for Human Rights and Others v. Israel Defense Forces Chief of General Staff and Others*, Case No. HCJ 3003/18, Judgment of 24 May 2018. Available at https://supremedecisions.court.gov.il/Home/Download?path=HebrewVerdicts\18\030\030\k08&fileName=18030030.K08&type=2.

[102] Elena Chachko and Yuval Shany, "The Supreme Court of Israel dismisses a petition against Gaza rules of engagement", Law Fare blog, 26 May 2018. Available at www.lawfareblog.com/supreme-court-israel-dismisses-petition-against-gaza-rules-engagement.

[103] A/HRC/37/41, para. 16.

alleged violations of international human rights law and international humanitarian law.

VI. Recommendations

65. **The following recommendations should be read in conjunction with the numerous recommendations contained in previous reports of the Secretary-General and the United Nations High Commissioner for Human Rights:**

(a) **Israel must immediately lift the closures of Gaza, end practices which may amount to collective punishment against the civilian population and, with due regard to legitimate security considerations, allow free movement of people and goods. Any restrictions on freedom of movement must be in accordance with international law;**

(b) **As the occupying power, Israel is obliged to take all the measures in its power to restore and ensure, as far as possible, public order and safety (l'ordre et la vie publics), including ensuring the food and medical supplies of the population, as well as economic, social and cultural rights including to ensure that health facilities, goods and services are accessible to the protected population, especially the most vulnerable or marginalized members of that population, without discrimination;**

(c) **Israel should ensure that any use of force is in compliance with international law, including during law enforcement operations; the regulations on the use of weapons and crowd control in operations carried out by its forces must be in compliance with the relevant international obligations of Israel, in particular, relevant human rights instruments;**

(d) **Israel should ensure that all incidents in which law enforcement actors kill or injure any Palestinian, including in the restricted areas in Gaza, are promptly subjected to thorough, independent, impartial and effective criminal investigation; that individuals responsible for violations be held accountable; and that victims be provided appropriate redress;**

(e) **As requested by the Human Rights Council in resolution S-28/1, Israel should fully cooperate with the work of the international commission of inquiry established by that resolution.**

United Nations A/73/421

General Assembly

Distr.: General
10 October 2018

Original: English

Seventy-third session
Agenda item 140

Scale of assessments for the apportionment of the expenses of the United Nations

Report of the Fifth Committee

I. Introduction

1. At its 2nd plenary meeting, on 21 September 2018, the General Assembly, on the recommendation of the General Committee, decided to include in the agenda of its seventy-third session the item entitled "Scale of assessments for the apportionment of the expenses of the United Nations" and to allocate it to the Fifth Committee.

2. The Fifth Committee considered the item at its 1st and 2nd meetings, on 9 and 10 October 2018. Statements and observations made in the course of the Committee's consideration of the item are reflected in the relevant summary records.[1]

3. For its consideration of the item, the Committee had before it the following documents:

(a) Report of the Committee on Contributions on its seventy-eighth session (A/73/11);

(b) Report of the Secretary-General on multi-year payment plans (A/73/76);

(c) Letter dated 26 September 2018 from the Secretary-General addressed to the President of the General Assembly (A/73/367/Add.1).

II. Consideration of draft resolution A/C.5/73/L.2

4. At its 2nd meeting, on 10 October, the Committee had before it a draft resolution entitled "Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter" (A/C.5/73/L.2), submitted by the Chair of the Committee on the basis of informal consultations coordinated by the representative of Ghana.

5. At the same meeting, the Committee adopted draft resolution A/C.5/73/L.2 without a vote (see para. 6).

[1] A/C.5/73/SR.1 and A/C.5/73/SR.2.

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III. Recommendation of the Fifth Committee

6. The Fifth Committee recommends to the General Assembly the adoption of the following draft resolution:

Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter

The General Assembly,

Having considered chapter V of the report of the Committee on Contributions on its seventy-eighth[1] session and the letter dated 26 September 2018 from the Secretary-General addressed to the President of the General Assembly,[2]

Reaffirming the obligation of Member States under Article 17 of the Charter of the United Nations to bear the expenses of the Organization as apportioned by the General Assembly,

1. *Reaffirms* its role in accordance with the provisions of Article 19 of the Charter of the United Nations and the advisory role of the Committee on Contributions in accordance with rule 160 of the rules of procedure of the General Assembly;

2. *Also reaffirms* its resolution 54/237 C of 23 December 1999;

3. *Requests* the Secretary-General to continue to bring to the attention of Member States the deadline specified in resolution 54/237 C, including through an early announcement in the *Journal of the United Nations* and through direct communication;

4. *Urges* all Member States requesting exemption under Article 19 of the Charter to submit as much information as possible in support of their requests and to consider submitting such information in advance of the deadline specified in resolution 54/237 C so as to enable the collation of any additional detailed information that may be necessary;

5. *Agrees* that the failure of the Comoros, Sao Tome and Principe and Somalia to pay the full minimum amount necessary to avoid the application of Article 19 of the Charter was due to conditions beyond their control;

6. *Decides* that the Comoros, Sao Tome and Principe and Somalia shall be permitted to vote in the General Assembly until the end of its seventy-third session.

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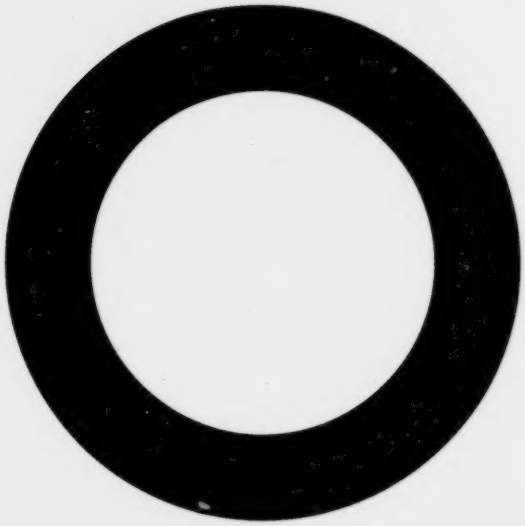
[1] *Official Records of the General Assembly, Seventy-third Session, Supplement No. 11* (A/73/11).

[2] A/73/367/Add.1.



United Nations A/73/422

General Assembly

Distr.: General
11 October 2018

Original: English

Seventy-third session
Agenda items 117 (h) and (i)

Appointments to fill vacancies in subsidiary organs and other appointments:

Appointment of the judges of the United Nations Dispute Tribunal

Appointment of the judges of the United Nations Appeals Tribunal

Appointment of judges of the United Nations Appeals Tribunal and of the United Nations Dispute Tribunal

Memorandum by the Secretary-General

I. Introduction

1. By its resolution 62/228 on administration of justice at the United Nations, the General Assembly decided, among other matters, to establish a two-tier formal system of administration of justice, comprising a first-instance United Nations Dispute Tribunal and an appellate-instance United Nations Appeals Tribunal.

2. In the same resolution, the General Assembly decided that the judges of the Tribunals were to be appointed by the Assembly on the recommendation of the Internal Justice Council.

3. The statutes of the Tribunals were adopted by the General Assembly in its resolution 63/253, and the Tribunals became operational on 1 July 2009. The statute of the Appeals Tribunal was subsequently amended in resolutions 66/237, 69/203, 70/112 and 71/266. The statute of the Dispute Tribunal was subsequently amended in resolutions 69/203, 70/112 and 71/266.

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4. The Appeals Tribunal is composed of seven judges. The following six judges are currently serving on the Appeals Tribunal:

John Raymond Murphy, President (South Africa)**

Dimitrios Raikos, First Vice-President (Greece)**

Sabine Knierim, Second Vice-President (Germany)**

Richard Lussick (Samoa)*

Deborah Thomas-Felix (Trinidad and Tobago)*

Martha Halfeld Furtado de Mendonça Schmidt (Brazil)**

5. One judicial position on the Appeals Tribunal is presently vacant following the resignation of Judge Rosalyn M. Chapman (United States of America) effective 3 November 2017. The unexpired remainder of Judge Chapman's seven-year term ends on 30 June 2019. Accordingly, there is a need to appoint a judge to fill that vacancy. In connection to the vacancy, the Internal Justice Council in paragraph 32 of its report (A/73/203) recommended that the Assembly appoint a judge to fill the vacancy created by the expiration of Judge Chapman's term, effective 1 July 2019, for the full period of a seven-year term.

6. In addition, effective 30 June 2019, the terms of office of two Appeals Tribunal Judges will expire: Judge Lussick and Judge Thomas-Felix. Accordingly, there is a need to appoint two judges to the United Nations Appeals Tribunal for a term of seven years starting on 1 July 2019.

7. The following eight judges are currently serving on the United Nations Dispute Tribunal:

Nkemdilim Amelia Izuako, President and ad litem judge based in Nairobi (Nigeria)***

Teresa Maria da Silva Bravo, full-time judge based in Geneva (Portugal)**

Rowan Downing, ad litem judge based in Geneva (Australia)***

Memooda Ebrahim-Carstens, full-time judge based in New York (Botswana)*

Alessandra Greceanu, ad litem judge based in New York (Romania)***

Goolam Hoosen Kader Meeran, half-time judge (United Kingdom of Great Britain and Northern Ireland)*

Alexander W. Hunter Jr., half-time judge (United States of America)**

Agnieszka Klonowiecka-Milart, full-time judge based in Nairobi (Poland)**

8. Effective 30 June 2019, the terms of office of two Dispute Tribunal judges will expire: Judge Ebrahim-Carstens and Judge Meeran. Accordingly, there is a need to appoint one full-time judge based in New York and one half-time judge to the United Nations Dispute Tribunal for a term of seven years starting on 1 July 2019.

* Term ends on 30 June 2019

** Term ends on 30 June 2023

*** The ad litem positions expire on 31 December 2018. This issue is being considered under agenda item 147.

II. Internal Justice Council

9. In its report (A/73/203), the Council recommended to the General Assembly five candidates for the three positions in the Appeals Tribunal and two candidates for each of the two positions in the Dispute Tribunal. The names of those candidates are indicated in the report and reproduced in paragraphs 12 to 14 of the present memorandum.

10. A full public process was instituted, in accordance with paragraph 45 of General Assembly resolution 65/251, to identify suitable candidates for presentation to the Assembly. The Council received 182 applications from 55 countries and, following a review of all applications, invited 53 candidates to take a common written examination to test their legal expertise and drafting ability. On the basis of the written test, the Council selected 16 applicants for interviews.

11. As it had done for the previous rounds of judicial appointments, the Council approached the relevant national bar or judicial associations for confirmation of the integrity of each recommended candidate. Written references were also requested of each candidate.

12. The five candidates recommended by the Council for appointment to the Appeals Tribunal, in alphabetical order, are:

(a) Graeme Colgan (New Zealand);

(b) Gary Donahoe (United States of America);

(c) Cécile Isidoro (France);

(d) Jean-François Neven (Belgium);

(e) Kanwaldeep Sandhu (Canada and India).

13. The two candidates recommended by the Council for full-time appointment to the Dispute Tribunal in New York, in alphabetical order, are:

(a) Joëlle Adda (France);

(b) Ole Jan van Leeuwen (Netherlands).

14. The two candidates recommended by the Council for half-time appointment to the Dispute Tribunal, in alphabetical order, are:

(a) Francesco Buffa (Italy);

(b) Angela Henke (Germany).

15. The candidates' curricula vitae are provided in annexes II and III to the Council's report (A/73/203).

III. Procedure in the General Assembly

16. The appointment of the judges of the Appeals Tribunal will be made in accordance with:

(a) The statute of the Appeals Tribunal;

(b) The rules of procedure of the General Assembly;

(c) The recommendations of the Internal Justice Council as set out in paragraph 35 of its report to the General Assembly (A/73/203).

17. The appointment of judges to the Appeals Tribunal is addressed in article 3 of its statute, which states, in relevant part, as follows:

"1. The Appeals Tribunal shall be composed of seven judges.

"2. The judges shall be appointed by the General Assembly on the recommendation of the Internal Justice Council in accordance with General Assembly resolution 62/228. No two judges shall be of the same nationality. Due regard shall be given to geographical distribution and gender balance.

"3. To be eligible for appointment as a judge, a person shall:

"(a) Be of high moral character and impartial;

"(b) Possess at least 15 years of aggregate judicial experience in the field of administrative law, employment law or the equivalent within one or more national or international jurisdictions. Relevant academic experience, when combined with practical experience in arbitration or the equivalent, may be taken into account towards 5 of the qualifying 15 years;

"(c) Be fluent, both orally and in writing, in at least one of the working languages of the Appeals Tribunal.

"4. A judge of the Appeals Tribunal shall be appointed for one non-renewable term of seven years. As a transitional measure, three of the judges initially appointed, to be determined by drawing of lots, shall serve three years and may be reappointed to the same Appeals Tribunal for a further non-renewable term of seven years. A current or former judge of the Dispute Tribunal shall not be eligible to serve in the Appeals Tribunal.

"5. A judge of the Appeals Tribunal appointed to replace a judge whose term of office has not expired shall hold office for the remainder of his or her predecessor's term and may be reappointed for one non-renewable term of seven years, provided that the unexpired term is less than three years."

18. The appointment of judges to the Dispute Tribunal will be made in accordance with:

(a) The statute of the Dispute Tribunal;

(b) The rules of procedure of the General Assembly;

(c) The recommendations of the Internal Justice Council as set out in paragraphs 36 and 37 of its report to the General Assembly (A/73/203).

19. The appointment of judges to the Dispute Tribunal is addressed in article 4 of its statute, which states, in relevant part, as follows:

"1. The Dispute Tribunal shall be composed of three full-time judges and two half-time judges.

"2. The judges shall be appointed by the General Assembly on the recommendation of the Internal Justice Council in accordance with Assembly resolution 62/228. No two judges shall be of the same nationality. Due regard shall be given to geographical distribution and gender balance.

"3. To be eligible for appointment as a judge, a person shall:

"(a) Be of high moral character and impartial;

"(b) Possess at least 10 years of judicial experience in the field of administrative law, or the equivalent within one or more national jurisdictions.

"(c) Be fluent, both orally and in writing, in English or French.

"4. A judge of the Dispute Tribunal shall be appointed for one non-renewable term of seven years. As a transitional measure, two of the judges (one full-time judge and one half-time judge) initially appointed, to be determined by drawing of lots, shall serve three years and may be reappointed to the same Dispute Tribunal for a further non-renewable term of seven years. A current or former judge of the United Nations Appeals Tribunal shall not be eligible to serve in the Dispute Tribunal."

20. It is proposed that the General Assembly proceed to appoint the judges through an election, held pursuant to the rules of procedure of the Assembly, bearing in mind paragraph 58 of Assembly resolution 63/253, in which the Assembly invited Member States, when electing judges to the Tribunals, to take due consideration of geographical distribution and gender balance.

21. Only those candidates recommended by the Internal Justice Council whose names appear in paragraphs 12 to 14 of the present memorandum are eligible for election. The electors in the General Assembly will indicate the candidates for whom they wish to vote by placing a cross against each name on the ballot papers. Each elector may vote for no more than the number of judicial positions in the Appeals Tribunal and the Dispute Tribunal to be filled at the present election.

22. Those candidates who obtain the highest number of votes, and a majority of votes in the General Assembly of the members present and voting, will be considered to be elected and thereby appointed by the Assembly to the Tribunals.

23. Balloting shall continue in accordance with the rules of procedure until as many candidates as are required to fill the elective positions in the Appeals and Dispute Tribunals have obtained, in one or more ballots, a majority of votes of the members present and voting.

United Nations A/73/422/Corr.1

General Assembly

Distr.: General
7 November 2018

Original: English

Seventy-third session
Agenda items 117 (h) and (i)

Appointments to fill vacancies in subsidiary organs and other appointments:
Appointment of the judges of the United Nations Dispute Tribunal
Appointment of the judges of the United Nations Appeals Tribunal

Appointment of judges of the United Nations Appeals Tribunal and of the United Nations Dispute Tribunal

Memorandum by the Secretary-General

Corrigendum

Paragraph 12, sub-item (e)

For the existing text *substitute*

(e) Kanwaldeep Sandhu (Canada).

18-18851 (E) 121118

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United Nations A/73/423

General Assembly

Distr.: General
12 October 2018
English
Original: Chinese

Seventy-third session
Agenda item 123
Revitalization of the work of the General Assembly

Letter dated 8 October 2018 from the Permanent Representative of China to the United Nations addressed to the Secretary-General

During the general debate of the seventy-third session of the General Assembly, from 25 to 29 September and on 1 October, a very small number of countries made reference to Taiwan's so-called "participation" in the United Nations and its specialized agencies. I have therefore been instructed to state the following positions of the Chinese Government:

1. There is only one China in the world, and Taiwan is an inalienable part of China's territory. The Government of the People's Republic of China is the sole legal Government representing the whole of China. The one-China principle has become a broad-based consensus of the international community. Although the mainland and Taiwan have not yet been reunited, the fact that the two sides belong to one and the same China remains unchanged, and will never change. The Chinese Government is committed to maintaining the peaceful development of cross-Strait relations and promoting the welfare of people on both sides of the Taiwan Strait. Our firm position of adhering to the one-China principle and opposing "two Chinas", "one China, one Taiwan" and "Taiwan independence" will never change.

2. General Assembly resolution 2758 (XXVI), adopted in 1971, thoroughly resolved the issue of China's representation at the United Nations in political, legal and procedural terms. The specialized agencies of the United Nations have also resolved the issue of China's representation in accordance with the Charter of the United Nations and resolution 2758 (XXVI). The one-China principle and resolution 2758 (XXVI) must be observed when it comes to any Taiwan-related issues in the United Nations system, including the Secretariat.

3. The United Nations and its specialized agencies are intergovernmental organizations composed only of sovereign States. As part of China, Taiwan's participation in international organizations must be handled in accordance with the one-China principle. In United Nations forums, a very small number of countries, in disregard of the fact that Taiwan is part of China, have trumpeted Taiwan's so-called "participation" in the United Nations and its specialized agencies. This is unacceptable. No matter the means or excuses used, such moves are extremely damaging as they constitute an attempt to create "two Chinas" or "one China, one Taiwan" in the international arena, thus blatantly challenging the one-China principle

and violating resolution 2758 (XXVI). We strongly oppose any attempts aimed at creating "two Chinas" or "one China, one Taiwan" or aimed at undermining the peaceful development of cross-Strait relations.

4. Any act of playing up the Taiwan question at the United Nations is in essence an attempt to undermine China's sovereignty. It is not conducive to cross-Strait peace and stability or the well-being of the people of Taiwan. The Chinese Government calls upon the countries in question to do more to contribute to the peaceful development of cross-Strait relations and to refrain from acts that harm the interests of China and hurt the feelings of the Chinese people. We are convinced that the Chinese Government and people will continue to have the understanding and support of the United Nations and its Member States more broadly in its effort to safeguard sovereignty and territorial integrity, promote the peaceful development of cross-Strait relations and achieve the great cause of peaceful reunification.

5. People on both sides of the Taiwan Strait belong to the same community of shared blood and future. The Chinese Government places great emphasis on the well-being of the 23 million Taiwan compatriots and is always committed to safeguarding their legitimate rights and interests. The 2030 Agenda for Sustainable Development was formulated under the framework of the United Nations and is led by Member States. The implementation of the 2030 Agenda must abide by the purposes and principles of the Charter, relevant norms of international law and the one-China principle. China will continue to comprehensively implement the 2030 Agenda and stay committed to promoting the development interests and well-being of all Chinese people. If the Taiwan authorities truly care about the interests of Taiwan compatriots, it should earnestly return to the one-China principle and the "1992 Consensus".

I should be grateful if you would circulate the present letter as a document of the General Assembly, under agenda item 123.

(*Signed*) **Ma** Zhaoxu
Ambassador, Permanent Representative of
the People's Republic of China to the United Nations

United Nations A/73/424

General Assembly

Distr.: General
12 October 2018

Original: English

Seventy-third session
Agenda item 136
Programme budget for the biennium 2018–2019

Revised estimates relating to the resident coordinator system under section 1, Overall policymaking, direction and coordination

Report of the Secretary-General

Summary

In its resolution 72/279, the General Assembly endorsed the proposals of the Secretary-General for the repositioning of the United Nations development system around a reinvigorated and independent resident coordinator system. This is a historic opportunity to shift towards a more integrated working model that can better support the achievement of the 2030 Agenda for Sustainable Development, with greater accountability and impartiality. The resident coordinator system needs to be owned by all Member States if resident coordinators are to be the impartial and competent catalysts that the new Agenda requires.

The core capacities of the resident coordinator system will be funded through extrabudgetary contributions and a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group.

The decision of the General Assembly, in paragraph 10 (b) of its resolution 72/279, to double the amount contributed through the United Nations Sustainable Development Group cost-sharing arrangement will amount to $77.5 million of the 2019 costs of the resident coordinator system. The share of the cost-sharing arrangement for entities of the United Nations Secretariat will amount to $13.6 million. In the present report, the Secretary-General requests the Assembly to appropriate the amount of $13.6 million in the form of a grant under section 1, Overall policymaking, direction and coordination, of the programme budget for the biennium 2018–2019, representing the United Nations share of the United Nations Sustainable Development Group cost-sharing arrangement for the year 2019, in accordance with paragraph 10 (b) of resolution 72/279.

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In line with the commitment by the Secretary-General to ensure full transparency around the reinvigorated resident coordinator system, the report also includes an annex with information on the 2019 budget of the resident coordinator system in the total amount of $281 million, inclusive of 1,141 posts and non-post resources. As this new system is operationalized in 2019, the initial framework of expected results will be further developed, in cooperation with the United Nations Sustainable Development Group, on the basis of lessons learned from the implementation of this historic reform.

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I. Background

1. The resident coordinator system was established through General Assembly resolution 32/197 of 20 December 1977. It has been reaffirmed and increasingly strengthened through a series of resolutions by the General Assembly and the Economic and Social Council.

2. The resident coordinator system is the cornerstone of a coherent and well-coordinated United Nations development system that can deliver integrated support across the Sustainable Development Goals for the achievement of national development priorities.

3. The resident coordinator system ensures the coordination of the operational activities for development of the United Nations and supports the United Nations funds, programmes, specialized agencies, departments and offices that play a role in development at the country level. The objective is to leverage the respective expertise and specializations of United Nations development entities and to work across disciplines and functions to deliver together more coherent, effective and efficient support to countries.

4. At the heart of the resident coordinator system are United Nations resident coordinators, who are the designated representatives of the Secretary-General for development operations at the country level and who lead the United Nations country teams. A total of 129 resident coordinators lead the strategic planning and coordination of 131 country teams, bringing to bear, on average, the expertise of 18 United Nations entities per country, and leveraging and supporting the United Nations entities that are not resident in-country, including United Nations Secretariat entities and departments.

5. While the resident coordinator system has been instrumental in driving coherence on the ground over the past four decades, the 2030 Agenda for Sustainable Development has significantly increased the demands on the United Nations development system and requires a marked upgrade in the system's ability to coordinate the provision of high-quality, coherent and reliable policy and programming support to Member States. In that respect, in successive resolutions on the quadrennial comprehensive policy review, Member States reiterated the central role of the resident coordinators, working with the United Nations country team and under the leadership of Governments, in ensuring the coordination of United Nations operational activities for development at the country level. Member States also consistently stressed the need to ensure that resident coordinators had sufficient leadership, prerogative, impartiality, management tools, experience and skills sets to effectively fulfil their mandates.

II. A new resident coordinator system

6. The General Assembly, in its resolution 72/279, decided to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system by separating the functions of the resident coordinator from those of the resident representative of the United Nations Development Programme (UNDP). The Assembly also endorsed the transformation of the Development Operations Coordination Office as a stand-alone coordination office within the Secretariat, reporting to the Chair of the United Nations Sustainable Development Group.

7. At the global level, the Development Operations Coordination Office will assume the managerial and oversight functions of the resident coordinator system

under the leadership of an Assistant Secretary-General. It will bring together the United Nations development system entities to promote change and innovation to deliver together on sustainable development. The United Nations Sustainable Development Group will work under the leadership of the Deputy Secretary-General in her capacity as Chair of the Group and the guidance of the Vice-Chair of the Group. The United Nations Sustainable Development Group will provide field evidence collected from the United Nations operational activities for development to inform policy, programming and operations. In addition, the Group will facilitate the achievement of shared United Nations development system results and promote excellence in United Nations leadership and coordination.

8. The Development Operations Coordination Office will also provide troubleshooting, quality assurance, advisory and dispute resolution services in close liaison with the relevant regional team of the United Nations Sustainable Development Group and other senior officials of the system. It is envisioned that the Director of the Development Operations Coordination Office will chair annual performance assessments of resident coordinators of the Group, which will continue to include the regional directors of entities of the United Nations development system functioning as the regional United Nations Sustainable Development Group.

9. Day-to-day programmatic support, policy guidance and technical support for United Nations country teams, quality assurance with respect to United Nations Development Assistance Frameworks, country team standard operating procedures for "Delivering as one" and joint initiatives, as well as day-to-day support for resident coordinators and country teams, will be backstopped through better-resourced regional desks of the Development Operations Coordination Office, working in close collaboration with the regional United Nations Sustainable Development Group.

10. A reinvigorated independent resident coordinator system is at the centre of a repositioned United Nations development system. In response to the paradigm shift reflected in the 2030 Agenda for Sustainable Development, the United Nations development system needs to move towards a more integrated working model that can better support the achievement of the Sustainable Development Goals, with greater accountability and impartiality. The new resident coordinator system will therefore require placing greater authority in the empowered resident coordinator by: (a) increasing the relevance of substantive capacities of agencies, funds and programmes vis-à-vis local needs; (b) establishing clearer accountability lines for collective results; and (c) ensuring adequate funding and resources to incentivize system-wide efforts, including through greater coordination of regional capacities in support of country efforts.

11. At the country level, resident coordinators will be directly nominated as the designated representatives of the Secretary-General for development operations. They will lead the United Nations country team, in consultation with the host Government, to define and agree on the United Nations strategic response to the Government's priorities. Resident coordinators will continue to be double-hatted as humanitarian coordinators and triple-hatted as deputy special representatives of the Secretary-General, in the relevant context of the country and/or mission. They will operate within a clear framework for management, accountability and governance.

12. The resident coordinator offices will need to be adequately staffed to ensure sufficient substantive capacities to lead United Nations country teams. Specific requirements vary depending on needs and contexts. However, based on a review against the 2030 Agenda for Sustainable Development and inputs by current resident coordinators, there is a general need for a minimum capacity of five substantive staff members on average in each resident coordinator office to cover the core functions needed in any country for effective coordination. This will include experts in

coordination and strategic planning, economics, monitoring and evaluation, communications and strategic partnerships. The mix of international and national staff will be defined according to each country context, with a preference for national staff whenever possible.

13. The proposed repositioning of the resident coordinator system is based on optimizing current arrangements to the extent possible and minimizing additional costs. The envisioned system will be strongly anchored in the assets and resources of the entire United Nations development system, including the integrating platform of UNDP. This truly reinvigorated system, able to meet the ambition of the 2030 Agenda for Sustainable Development, will come at a financial cost of $281 million, with the separation of the functions of the resident coordinator and the UNDP resident representative and enhanced capacity at the global, regional and country levels to drive a more integrated United Nations response on the ground. This is slightly below the initial estimates shared with Member States during the intergovernmental negotiations leading up to resolution 72/279 ($290 million) and reflects a significant effort to identify the most effective and efficient working arrangements for the new resident coordinator system.

14. The $281 million budget includes $35 million for coordination activities, which will be allocated across resident coordinator offices in 131 countries and the five regional United Nations Sustainable Development Group teams, to catalyse in-country efforts for priority initiatives. This allocation will enable the resident coordinators to incentivize collaboration and support joint activities, such as the development of the United Nations Development Assistance Framework. In particular, it will support joint assessment and analytics and enable joint data collection, joint programme development, joint planning and innovation, communications and advocacy, and systematic monitoring and reporting on the progress of United Nations Development Assistance Framework outcomes, including through midterm and end-of-cycle evaluations of the Framework. Other related activities that will require such resources include the consultation and facilitation of national United Nations steering committees, travel of the resident coordinator and resident coordinator office staff in support of joint activities, United Nations coordination-related events and the production of United Nations Development Assistance Framework country results reports.

15. The resident coordinator system is a fundamental vehicle for enhancing system-wide coherence at the country level. A more robust coordination function, at the equivalent of less than 1 per cent of the annual contributions to the United Nations for operational activities for development, will yield significant value for money. It is an essential enabler to advance the impact of, and strengthen leadership and accountability for, the contributions of the United Nations development system to the 2030 Agenda for Sustainable Development to be achieved at the country level.

III. Administrative arrangements

16. Pursuant to General Assembly resolution 72/279, the Development Operations Coordination Office will be established in the Secretariat as a stand-alone coordination office, and its role will be strengthened to ensure that the United Nations is more effective, accountable and coordinated in supporting the 2030 Agenda for Sustainable Development. The Office will be led by an Assistant Secretary-General, who will report to the Deputy Secretary-General. The Office will consist of a total of 95 posts.

17. This will include 67 posts at Headquarters (1 Assistant Secretary-General, 1 D-2, 3 D-1, 12 P-5, 25 P-4, 15 P-3, 2 General Service (Principal level) and 8 General

Service (Other level)), as well as enhanced capacities to provide regional support to country operations, through five regional desks covering six geographical regions based in Addis Ababa; Amman; Istanbul, Turkey; Bangkok; and Panama City. Total post resources allocated to these regional desks would cover 28 posts, including 5 D-2s, 3 P-5s, 11 P-4s, 4 P-3s and 5 General Service (Other level). The concurrence of the Advisory Committee on Administrative and Budgetary Questions was sought for all posts at the D-1 level and above.

18. The current cohort of 129 resident coordinators is presently serving concurrently as UNDP resident representatives. Pursuant to resolution 72/279, effective 1 January 2019, the posts of 129 resident coordinators, which include 12 Assistant Secretaries-General, 36 D-2s and 81 D-1s, will be created in the Secretariat. Current resident coordinators who opt to remain in their current function will be redesignated by the Secretary-General and appointed under a United Nations Secretariat letter of appointment. Existing resident coordinators will continue to be administered by UNDP in 2019, on behalf of the United Nations Secretariat, while all new resident coordinators appointed from 1 January onwards will be fully administered by the Secretariat. From 2020, all resident coordinators will be fully administered by the United Nations Secretariat.

19. In the resident coordinator offices, in order to facilitate a smooth transition, three national officers will be administered by UNDP in 2019, while two support staff (executive assistant and driver) will be provided by UNDP as a service, on the basis of a fee. International staff will be fully administered by the United Nations Secretariat. All resident coordinator office staff are expected to transition to United Nations Secretariat contracts by 1 January 2020 after a comprehensive review of all resident coordinator offices and a change management process.

20. Wherever applicable, resident coordinators will continue to be double-hatted as humanitarian coordinators and triple-hatted as deputy special representatives of the Secretary-General, in relevant contexts. Currently, 10 out of 12 deputy special representative of the Secretary-General/resident coordinator/humanitarian coordinator positions are at the Assistant Secretary-General level, while 2 are at the D-2 level. Fifty per cent of the salaries of the resident coordinators who are triple-hatted and common staff costs will be paid by the resident coordinator system. The other 50 per cent will be paid by the respective special political mission or peacekeeping operation that the resident coordinator is serving in.

21. UNDP will provide administrative and operational support services to the regional and country offices on a service fee basis. It will provide services for premises and facilities management, general administration, finance and procurement, legal affairs and information, communication and technology. As part of the transition in 2019, UNDP will also provide human resources management services for the national staff in the regional offices of the Development Operations Coordination Office.

IV. Funding arrangements

22. In its resolution 72/279, the General Assembly emphasized that adequate, predictable and sustainable funding was essential to delivering a coherent, effective, efficient and accountable response in accordance with national needs and priorities, and in this regard decided to provide sufficient funding in line with the report of the Secretary-General (A/72/684-E/2018/7) on an annual basis starting from 1 January 2019, through:

(a) A 1 per cent coordination levy on tightly earmarked third-party non-core contributions to United Nations development-related activities, to be paid at source;

(b) Doubling the current United Nations Sustainable Development Group cost-sharing arrangement among United Nations development system entities (see annex I to the present report);

(c) Voluntary, predictable, multi-year contributions to a dedicated trust fund to support the inception period.

23. The Development Operations Coordination Office and the resident coordinator system will be managed financially through a United Nations special purpose trust fund, which will pool the three funding sources provided for by resolution 72/279.

24. The special purpose trust fund will be housed in the United Nations Secretariat and is to be managed by the Development Operations Coordination Office. It will provide full transparency to all the relevant stakeholders, including donors, on expenditures and the total cost of operations. Reporting to donors and other stakeholders will be done on the basis of the calendar year in United States dollars and will be available three months after year-end.

25. In addition to this standard annual report on the special purpose trust fund, all information on contributions and disbursements will be published online in real time. This will commence as soon as the first contribution has been formalized. This will provide visibility through a dedicated website, allowing Member States and partners to track the status of the special purpose trust fund in real time.

26. The 1 per cent coordination levy will be applied to contributions for United Nations development-related activities that are tightly earmarked to a single agency, single programme or project. The levy will exclude inter-agency development pooled funds, entity-specific thematic funds, local resources (i.e., programme country Government cost-sharing) and South-South cooperation. Given that the levy relates specifically to United Nations development-related activities, it does not apply to humanitarian assistance. In addition, United Nations-United Nations transfer agreements and similar instruments for transfers between United Nations entities should not be charged a levy, as the United Nations organization that has received funding from a donor should have already charged the levy (if applicable). In ongoing consultations with Member States, the Secretariat has also indicated that vertical funds and contributions from foundations, civil society and the private sector may also need to be excluded, but a final decision on the policy for potential exclusions is still pending.

27. The coordination levy is to be collected "at source" with a number of options for its collection being considered, such as charging the levy at the time a contribution agreement is signed between the United Nations entity and a donor, or alternatively, payment by the donor, in one or more instalments annually, directly to the United Nations special purpose trust fund.

28. The decision of the General Assembly to double the amount contributed through the United Nations Sustainable Development Group cost-sharing arrangement will generate $77.5 million towards the 2019 costs of the resident coordinator system. Each entity's share is calculated through a three-step formula, considering an annual base fee, entity staff size and expenditures, and the share of United Nations Development Assistance Frameworks at the country level.[1] Annex I presents the share by entity resulting from the doubling of the cost-sharing arrangement.

[1] Additional details on the calculation of each entity's share are provided in document A/70/703.

29. A new cost-sharing formula for 2021 onwards will be presented to the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and the respective governing bodies of the member entities of the United Nations Sustainable Development Group in 2020.

30. The Secretariat's share of the United Nations Sustainable Development Group cost-sharing arrangement for 2019 based on the decision of the General Assembly amounts to $13.6 million, to be funded by the assessed programme budget for the 2018–2019 biennium. **Therefore, in the present report, the General Assembly is requested to appropriate $13,571,800, as a grant to the special purpose trust fund in 2019, under section 1, Overall policymaking, direction and coordination, of the programme budget for the biennium 2018–2019.**

31. Voluntary contributions are critical for the successful launch of the reinvigorated resident coordinator system. To support the inception of the reinvigorated system, and to ensure funding predictability, it is important that the voluntary contributions be frontloaded, as the collection of the 1 per cent levy may take some time to become fully operational.

V. Action requested of the General Assembly

32. **The General Assembly is requested to approve an additional appropriation, representing a charge against the contingency fund, for the biennium 2018–2019, in the amount of $13,571,800, as a grant to the special purpose trust fund in 2019, under section 1, Overall policymaking, direction and coordination, of the programme budget for the biennium 2018–2019.**

Annex I

Participating entity share of the United Nations Sustainable Development Group cost-sharing arrangement for 2019

United Nations Sustainable Development Group member contributions, 2018–2019

Member	*Base fee*	*Agency size*		*System load*	*Total contribution, 2018*	*Total contribution, 2019*	*Share of total*
		(a) Expenditure	*(b) Staff count*				
FAO	350 000	395 084	509 603	1 094 639	2 349 326	4 698 652	6.1%
IFAD	175 000	77 831	114 826	351 848	700 360	1 400 720	1.8%
ILO	350 000	282 286	514 914	1 026 224	2 173 424	4 346 848	5.6%
IOM	350 000	261 719	308 139	640 381	1 560 000	3 120 000	4.0%
ITU	100 000	N/A	N/A	N/A	100 000	200 000	0.3%
UNAIDS	175 000	85 642	151 525	908 941	1 321 109	2 642 218	3.4%
UNDP	350 000	2 188 249	1 415 058	1 192 374	5 145 681	10 291 362	13.3%
UNESCO	350 000	337 981	458 852	1 094 639	2 241 472	4 482 944	5.8%
UNFPA	350 000	359 681	401 655	1 192 374	2 303 720	4 607 440	5.9%
UNHCR	350 000	–	–	889 394	1 239 394	2 478 788	3.2%
UNICEF	350 000	1 224 157	1 393 844	1 192 374	4 160 376	8 320 752	10.7%
UNIDO	175 000	134 797	138 917	869 947	1 318 560	2 637 121	3.4%
UNOPS	350 000	136 514	76 851	312 754	876 119	1 752 238	2.3%
UN Secretariat	350 000	1 746 712	1 581 217	3 107 992	6 785 921	13 571 842	17.5%
UN-Women	175 000	104 310	122 256	918 715	1 320 280	2 640 560	3.4%
UNWTO	100 000	N/A	N/A	N/A	100 000	200 000	0.3%
WFP	350 000	183 166	92 620	830 753	1 456 539	2 913 078	3.8%
WHO	350 000	831 209	1 115 472	1 192 374	3 489 055	6 973 110	9.0%
WMO	100 000	N/A	N/A	N/A	100 000	200 000	0.3%
Total	**5 200 000**	**8 349 340**	**8 395 760**	**16 815 622**	**38 741 336**	**77 482 672**	**100%**

Abbreviations: FAO, Food and Agriculture Organization of the United Nations; IFAD, International Fund for Agricultural Development; ILO, International Labour Organization; IOM, International Organization for Migration; ITU, International Telecommunication Union; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNDP, United Nations Development Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Organization; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; UNWTO, World Tourism Organization; WFP, World Food Programme; WHO, World Health Organization; WMO, World Meteorological Organization.

Annex II

Budget of the resident coordinator system special purpose trust fund

I. Overview

A. Overview of resources

1. For 2019, resources to support the resident coordinator system reflect requirements in the Development Operations Coordination Office, the regional offices and the resident coordinator offices, as well as support costs.

2. The overall resources for 2019 for the resident coordinator system special purpose trust fund amount to $281,190,900. The resource level provides for the full, efficient and effective implementation of mandates.

3. The distribution of resources is reflected in tables 1 to 4.

Table 1
Financial resources by component
(Thousands of United States dollars)

Component	*2019 estimates*
A. Executive direction and management	2 306.8
B. Programme of work	
Global coordination	14 352.7
Regional coordination	6 659.4
Country coordination	246 298.7
Subtotal, programme of work	**267 310.8**
C. Programme support	11 573.3
Total	**281 190.9**

Table 2
Requirements by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2019 estimates*
Posts	160 346.8
Other staff costs	2 874.2
Consultants	23 349.7
Travel of staff	14 138.5
Contractual services	43 425.3
General operating expenses	29 141.9
Hospitality	1 352.0
Supplies and materials	1 929.6
Furniture and equipment	4 632.8
Total	**281 190.9**

Table 3
Post resources by component

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Executive direction and management	–	1	1	–	1	2	1	–	**6**	1	1	–	–	**8**
Programme of work														
Global coordination	–	–	–	2	8	19	11	–	**40**	–	3	–	–	**43**
Regional coordination	–	–	5	–	3	11	4	–	**23**	–	–	–	5	**28**
Country coordination	–	12	36	81	131	65	–	–	**325**	–	–	459	262	**1 046**
Subtotal, programme of work	–	12	41	83	142	95	15	–	**388**	–	3	459	267	**1 117**
Programme support	–	–	–	1	3	4	3	–	**11**	1	4	–	–	**16**
Total	–	**13**	**42**	**84**	**146**	**101**	**19**	–	**405**	**2**	**8**	**459**	**267**	**1 141**

Table 4
Distribution of resources by component
(Percentage)

Component	*2019 estimates*
A. Executive direction and management	0.8
B. Programme of work	
Global coordination	5.1
Regional coordination	2.4
Country coordination	87.6
Subtotal	**95.1**
C. Programme support	4.1
Total	**100.0**

B. Voluntary contributions in kind

4. For 2019, the budget does not include any voluntary contributions in kind. As part of the roll-out of this reform, resident coordinators will engage with their relevant national counterparts to explore country-specific arrangements. These arrangements, if and when secured, will be reflected in subsequent budgets.

C. Other information

5. The Secretary-General is determined to strengthen the accountability and transparency of the United Nations development system. At the country level, United Nations country teams will be expected to provide, through the resident coordinators, annual reports to host Governments on United Nations Development Assistance Framework-related results. At the global level, in accordance with paragraph 15 of General Assembly resolution 72/279, the Secretary-General will report annually to the operational activities for development segment of the Economic and Social

Council on the implementation of the reinvigorated resident coordinator system. This will be done in the context of the quadrennial comprehensive policy review annual report. The General Assembly will also receive a quadrennial comprehensive policy review progress report every four years, in accordance with the policy review cycle. The Economic and Social Council, in its operational activities for development segment, will also receive a separate comprehensive report on the operational, financial and administrative aspects of the Development Operations Coordination Office, as mandated in paragraph 17 of resolution 72/279. Taken together, these reports will entail a significant change from current practice. Member States will be regularly updated both on the effectiveness and efficiency of the resident coordinator system and on its impact on the delivery of shared results in the Organization's efforts to support Governments in achieving the Sustainable Development Goals and realizing the 2030 Agenda for Sustainable Development.

6. Within the United Nations, mutual accountability will be strengthened through a number of instruments, including the direct reporting line instituted between the resident coordinators and the Secretary-General, a revised mutual accountability framework and a matrixed dual reporting model between United Nations country team members and the resident coordinator. A strengthened Development Operations Coordination Office will also allow for greater accountability and transparency for results, notably through more effective and reliable support to resident coordinators and United Nations country teams in tracking and reporting on activities, expenditures and results in line with the Sustainable Development Goals.

7. The special purpose trust fund, established to pool financial contributions to the resident coordinator system, will provide full transparency to all stakeholders on expenditures and the total cost of operations. In addition to standard annual reports, all information on contributions and disbursements will be published online in real time, and visibility will be provided through a dedicated website, allowing Member States and partners to track the status of the special purpose trust fund in real time.

8. With the resident coordinator system now under the Secretariat, a number of elements of the new system will come under the purview of the Evaluation Unit of the Office of Internal Oversight Services. In addition, and in accordance with resolution 72/279, the Secretary-General is committed to strengthening mechanisms and capacities for system-wide evaluations of development results. Lastly, the $35 million for coordination activities is designed to allow resident coordinators and United Nations country teams, with support from the Development Operations Coordination Office, to incentivize collective action in support of the 2030 Agenda, conduct robust monitoring and evaluation of United Nations Development Assistance Framework results and ensure alignment with national needs and priorities.

9. Following a review of the publications pertaining to each component, it is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 5 and as distributed in the output information in the programme of work.

Table 5
Summary of publications

	2018-2019 estimate		
	Print	*Electronic*	*Print and electronic*
Recurrent	132	1	133
Non-recurrent	–	–	–
Total	**132**	**1**	**133**

10. As the coordinating body of the United Nations development system, all parts of the resident coordinator system will actively engage with entities of the United Nations development system to implement its work programme. Work under global coordination will be implemented in cooperation with United Nations development system entities through the working mechanisms established for the United Nations Sustainable Development Group at the global level, with secretariat support provided by the Development Operations Coordination Office. Coordination of regional support to resident coordinators, resident coordinator offices and United Nations country teams will be carried out by the Assistant Secretary-General of the Development Operations Coordination Office, together with the regional teams of the United Nations Sustainable Development Group, which brings together the regional directors of entities of the United Nations development system, with support from the Development Operations Coordination Office regional desks.

11. Country coordination activities will be led by United Nations resident coordinators with the support of resident coordinator offices and will involve all members of United Nations country teams. These arrangements will ensure that the United Nations development system is able to contribute effectively to the 2030 Agenda for Sustainable Development through more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented support to Member States.

II. Budget by components

A. Executive direction and management

Resource requirements: $2,306,800

12. The Office of the Director of the Development Operations Coordination Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of quadrennial comprehensive policy review implementation and progress tracking. In addition, it is responsible for managing strategic partner relations, coordinating the engagement of the United Nations development system with the Executive Committee/Deputies Committee mechanism and providing oversight and strategic leadership of the United Nations Sustainable Development Group Office. The Director will be responsible for the day-to-day management of 129 resident coordinators and the work of 95 Development Operations Coordination Office staff.

Table 6
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To provide strategic oversight to the resident coordinator system and support to the United Nations Sustainable Development Group, under the leadership of the Deputy Secretary-General, to ensure coherent, integrated and effective support by the United Nations development system to Member States in the implementation of the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) Increased strategic vision and leadership of the United Nations Sustainable Development Group for implementation of the 2030 Agenda for Sustainable Development, through the system-wide strategic document	System-wide strategic document completed	Target	Yes			
		Estimate				
		Actual				
(b) United Nations Sustainable Development Group programme of work effectively managed and supported with available human and financial resources in the transition of the United Nations development system, in line with resolution 72/279	Rate of implementation of the United Nations Sustainable Development Group workplan	Target	100%			
		Estimate				
		Actual				
(c) Effective implementation, tracking and reporting on the quadrennial comprehensive policy review, in line with resolution 71/243	Percentage of data delivered by the Office of the United Nations Sustainable Development Group to the Department of Economic and Social Affairs as agreed in the quadrennial comprehensive policy review monitoring framework	Target	100%			
		Estimate				
		Actual		100%	100%	100%

External factors

13. The objective and expected accomplishments are expected to be achieved on the assumption that: (a) United Nations development system entities fully support the mandates of the United Nations Sustainable Development Group and the United Nations resident coordinator system; (b) Member States remain committed to providing adequate resources to the resident coordinator system.

Outputs

14. The outputs to be delivered during the biennium 2018–2019 are reflected in table 7.

Table 7
Categories of outputs and final outputs

Outputs	*Quantity*
Other substantive activities	
1. Meetings of United Nations Sustainable Development Group principals	2
2. Meetings of the core group of the United Nations Sustainable Development Group	3
3. Development Operations Coordination Office background briefs for the Executive Committee/Deputies Committee	35

15. The distribution of resources for executive direction and management is reflected in tables 8 to 10.

Table 8
Resource requirements: executive direction and management

(Thousands of United States dollars)

Category	*2019 resources*	*Posts*
Post	1 886.1	8
Non-post	420.7	–
Total (net of staff assessment)	**2 306.8**	**8**

Table 9
Requirements by object of expenditure

(Thousands of United States dollars)

	2019 estimate
Posts	1 886.1
Other staff costs	127.9
Travel of staff	84.0
General operating expenses	164.5
Hospitality	12.0
Supplies and materials	10.1
Furniture and equipment	22.2
Total	**2 306.8**

Table 10
Post requirements

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Executive direction and management	–	1	1	–	1	2	1	–	**6**	1	1	–	–	**8**

Posts

16. The amount of $1,886,100 would provide for eight posts (1 ASG, 1 D-2, 1 P-5, 2 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) for the Executive Office under executive direction and management to support the implementation of the mandate under the programme. The functions and responsibilities of the posts are described below.

17. An Assistant Secretary-General (1 ASG) will lead the strategic management of the Development Operations Coordination Office and will be responsible for team management and performance oversight. The Assistant Secretary-General/Director of the Development Operations Coordination Office will be responsible, inter alia, for: (a) directing and managing the Development Operations Coordination Office; (b) providing leadership, direction and advice on matters that relate to the strategic

positioning and effective functioning of the resident coordinator system; (c) overseeing the performance management of United Nations resident coordinators; (d) chairing the Inter-Agency Advisory Panel on resident coordinator selection; (e) advising and supporting the Chair and Vice-Chair of the United Nations Sustainable Development Group on all matters pertaining to the strategic positioning and management of the Group and the resident coordinator system; (f) representing the Deputy Secretary-General in undertaking advocacy and the strengthening of external relations on behalf of the Development Operations Coordination Office, the United Nations Sustainable Development Group and the resident coordinator system; (g) providing substantive engagement with other pillars of work of the United Nations, to ensure greater operational coherence in development, humanitarian and peacebuilding support; (h) overseeing the overall strategic plan and budget of the Development Operations Coordination Office and making managerial decisions to ensure the effective and efficient operations of the Office and the resident coordinator system as a whole.

18. A Director, Deputy to the Assistant Secretary-General (1 D-2) will report to the Assistant Secretary-General/Director of the Office, supporting the Director in the strategic management of the operations of the Development Operations Coordination Office and serving as Officer-in-Charge of the Office in the absence of the Director. The Deputy Director has delegated responsibility for the following functions: (a) strategic workplanning and management of results in the Development Operations Coordination Office; (b) performance management of the senior managers of the Office; (c) management and administration of Development Operations Coordination Office and resident coordinator system budgets; (d) operational oversight of the resident coordinator system, including overall responsibility for resident coordinator system financial resources, human resources, procurement and common premises; (e) oversight and management of activities undertaken by the Office, ensuring that programmed activities are carried out in a timely fashion, and coordinating work in the different areas both within the Office and with other organizations of the United Nations development system, donors and agencies as appropriate; (f) external relations and advocacy on behalf of the Development Operations Coordination Office, the United Nations Sustainable Development Group and the resident coordinator system; and (g) development of strategic partnerships and resource mobilization in support of the United Nations Sustainable Development Group Joint Fund for the 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Group Coordination Fund. With delegated authority over key functions in the Development Operations Coordination Office, including the performance management of all senior managers, the Deputy Director de facto will oversee a total staff complement of 66 posts, of which 53 are Professional posts at the P-3, P-4 and P-5 levels and 3 are D-1-level posts.

19. A Special Assistant to the Assistant Secretary-General (1 P-5) will manage the day-to-day operations of the Office of the Assistant Secretary-General of the Development Operations Coordination Office, including budgeting and workplanning, in addition to providing policy advice to the Assistant Secretary-General on strategic issues of concern to the Development Operations Coordination Office, the United Nations Sustainable Development Group and the resident coordinator system. The Special Assistant will lead in the preparation and coordination of strategic policy briefs, summary analyses and talking points.

20. Two P-4 posts are as follows:

(a) A Sustainable Development Officer (1 P-4) will support the effective functioning and workplanning of the global United Nations Sustainable Development Group working mechanisms, particularly the principals and the core group of the

United Nations Sustainable Development Group, including the planning and preparation of meetings at the level of United Nations executive heads;

(b) A Programme Officer (1 P-4) will lead in the development of the integrated results framework for the resident coordinator system and support both the Assistant Secretary-General and the Director of the Development Operations Coordination Office in strategic planning at the global, regional and country levels, including 131 United Nations country teams.

21. A Programme Officer (1 P-3) will undertake monitoring and updating of the dashboard for the United Nations Sustainable Development Group global priorities and workplan, as well as developing and managing the tracking system of the strategic deliverables for the Group. The Programme Officer will also support system-wide reporting and follow-up to quadrennial comprehensive policy review-related mandates associated with the Development Operations Coordination Office and the United Nations Sustainable Development Group.

22. A Programme Assistant (1 General Service (Principal level)) will provide programme coordination support to the Office of the Assistant Secretary-General and facilitate the interaction of the Assistant Secretary-General with United Nations Sustainable Development Group member entities, Member States and external partners; a Programme Assistant (1 General Service (Other level)) will provide support to the Director in the coordination of programme planning and preparation, implementation of activities and monitoring of the status of programme proposals, including completion of documentation and approval of submissions.

Other staff costs

23. The amount of $127,900 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

Travel of staff

24. The amount of $84,000 provides for:

(a) Five travels to Development Operations Coordination Office regional desks by the Assistant Secretary-General of the Office for briefings and consultations and to participate in the performance assessment of resident coordinators and United Nations country teams;

(b) One travel to Europe by the Assistant Secretary-General of the Development Operations Coordination Office and the Special Assistant to the Assistant Secretary-General to participate in the spring principals-level meeting of the United Nations Sustainable Development Group, organized on the sidelines of the spring sessions of the United Nations System Chief Executives Board for Coordination (CEB);

(c) One travel by the Assistant Secretary-General of the Development Operations Coordination Office for five days to Switzerland to participate in the annual Deputy Special Representative of the Secretary-General retreat and consultations with the Europe-based United Nations entities;

(d) Five travels by the Assistant Secretary-General or the Deputy Director of the Office to Member State capitals and meetings with United Nations Sustainable Development Group agencies at their headquarters.

General operating expenses

25. The amount of $164,500 provides for communication costs (cell phone, landline), utilities, courier charges, printing and other sundry items.

Hospitality

26. The amount of $12,000 provides for six receptions with Member States and United Nations agencies.

Supplies and material

27. The amount of $10,100 provides for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

28. The amount of $22,200 provides for the replacement of furniture, office automation and other equipment.

B. Programme of work

Resource requirements: $267,310,800

Global coordination

Resource requirements: $14,352,700

29. Responsibilities for global coordination are vested within the branches and sections of the Development Operations Coordination Office at Headquarters.

30. Under global coordination, the Development Operations Coordination Office works with entities and mechanisms of the United Nations Sustainable Development Group to improve the strategic and operational coherence of operational activities for development by fostering system-wide approaches and providing coordinated and, where relevant, integrated policy and strategic guidance to United Nations country teams. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator and United Nations Country Team Leadership and Development Branch, the Country Business Strategies Section and the Communications and Results Reporting Section.

31. The Policy and Programming Branch focuses on the following areas: (a) support to United Nations Development Assistance Frameworks and integrated planning and programming; (b) support to resident coordinators and United Nations country teams on integrated policy solutions for sustainable development; (c) facilitation of global strategic financing initiatives and support to resident coordinators and United Nations country teams on strategic finance and partnerships for sustainable development; (d) support to innovative solutions at the country level that enable the scaling of United Nations development system innovations; (e) support to inter-agency programming needs; and (f) knowledge management. The Resident Coordinator and United Nations Country Team Leadership and Development Branch focuses on the following areas: (a) development and implementation of the corporate leadership framework, standards and policies for resident coordinator and United Nations country team leadership; (b) designing and overseeing the resident coordinator assessment and selection process, functions which in the past were provided in part by the United Nations Development Programme (UNDP), as part of its backbone support to the resident coordinator system; (c) resident coordinator and United Nations country team leadership development training, onboarding and capacity development; and (d) resident coordinator/United Nations country team performance and results review and performance management.

32. The Communications and Results Reporting Section is responsible for the following areas: (a) external communications to communicate the results and impact

of the resident coordinator system and the United Nations Sustainable Development Group; (b) implementation of the United Nations development system common messaging, communications strategy and communication products; (c) provision of support to "Communicating as one" teams and initiatives at the country level; (d) the United Nations Sustainable Development Group annual results reporting to stakeholders; (e) facilitating the presence of the United Nations Sustainable Development Group on social media at the global and country levels; (f) website development and management at the global level, and setting standards and providing support to regional and country-level United Nations Sustainable Development Group websites; (g) public information management, including through UN INFO; and (h) infographics and data visualization and dissemination on key United Nations Sustainable Development Group results.

33. The Country Business Strategies Section leads or supports: (a) development of policy and coordination of the implementation of United Nations Sustainable Development Group business operations reforms, including targets on United Nations common premises and common business services/centres; (b) peer networks in operationalizing business operations strategies for all United Nations country teams; (c) capacity development initiatives for country-level business operations managers and support to the business operations country network; (d) integration of business innovations into the United Nations Development Assistance Framework; and (e) management and oversight of the business operations strategies component of UN INFO and related analytics.

Regional coordination

Resource requirements: $6,659,400

34. Day-to-say support to resident coordinators and their offices is vested within the Development Operations Coordination Office regional coordination desks.

35. The regional coordination function of the resident coordinator system focuses on overseeing and supporting coherent and effective delivery of operational activities for development by United Nations resident coordinators and United Nations country teams through integrated policy, programming and operational support together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions.

36. The Development Operations Coordination Office regional desks service resident and United Nations country teams in the following regions (regional headquarters duty station in parentheses): Latin America and the Caribbean (Panama City); Africa (Addis Ababa); Arab States (Amman); Europe and Central Asia (Istanbul, Turkey); and Asia and the Pacific (Bangkok).The regional desks perform the following functions: (a) providing strategic guidance to resident coordinators and United Nations country teams to ensure quality and timely support to Member States in the implementation of the 2030 Agenda for Sustainable Development; (b) managing the day-to-day operations of the resident coordinator system in their regions; (c) supporting and tracking resident coordinator/United Nations country team performance management on behalf of the Director of the Development Operations Coordination Office; (d) in collaboration with regional United Nations Sustainable Development Group teams, facilitating and overseeing support to resident coordinators and United Nations country teams on United Nations Development Assistance Framework quality assurance, coordinated policy and operational support to United Nations country teams, dispute resolution and troubleshooting; (e) coordinated regional communications and strategic messaging; (f) convening and facilitating the work of regional United Nations Sustainable Development Group teams and supporting regional Chairs of the Group in the execution of their roles;

(g) providing regular results oversight and support to resident country offices to plan, monitor and report; and (h) ensuring the compliance of United Nations country teams and resident country offices with agreed United Nations Sustainable Development Group policies and procedures.

Country coordination

Resource requirements: $246,298,700

37. Substantive responsibility for country coordination is vested within the resident coordinator and the resident coordinator offices.

38. Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading the United Nations development system support to the implementation of the 2030 Agenda for Sustainable Development at the country level, in line with national priorities, needs and planning frameworks and under the ownership and leadership of programme countries, in a coherent, coordinated and, where possible, integrated manner that maximizes impact and sustainable development results.

39. United Nations resident coordinators ensure coordination of United Nations development system operational activities for development, creating a platform of coordinated delivery of support towards the 2030 Agenda for Sustainable Development and promoting the development of national capacities. They lead United Nations country teams, which include non-resident agencies, in providing integrated support to national development priorities and plans, through United Nations Development Assistance Frameworks. They are key facilitators of system-wide support to Governments as they leverage financing and partnerships for the Sustainable Development Goals. They also support the delivery of the effective advocacy on sustainable development objectives, as well as United Nations values, standards, principles and activities on behalf of the United Nations country team with the highest level of government. They act as the United Nations designated official, ensuring effective coordination of country-level security and the safety of all United Nations staff and dependants and leading inter-agency security management teams. They also encourage and support national efforts in disaster risk reduction. Lastly, when international humanitarian assistance is required and a separate humanitarian coordinator position is not established, resident coordinators lead and coordinate the response efforts of United Nations country team members and relevant humanitarian actors.

40. In performing their functions and leading the response of the United Nations development system to the 2030 Agenda for Sustainable Development, resident coordinators are supported by resident coordinator offices. Specifically, resident coordinator offices are responsible for strategic planning and coordination around high-quality Sustainable Development Goal-based United Nations Development Assistance Frameworks. They also provide sustainable development policy coordination among United Nations country team members. They work to support the development of strategic partnerships and innovative financing options for sustainable development at the country level. They are responsible for communication and knowledge management around United Nations country team results, coordinating joint data initiatives, analysis and programme and business innovations and ensuring operational coherence across the humanitarian-development-peace nexus, as relevant to the context in which they operate.

Table 11

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the capacity, coherence and effectiveness of the United Nations resident coordinator system at the global, regional and country levels in delivering integrated support across the Sustainable Development Goals for the achievement of national development priorities

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
1. Leadership for development results						
(a) Enhanced management and oversight of the resident coordinator system	(i) Development and endorsement of a new mutual accountability framework in support of enhanced leadership in the resident coordinator system	Target	Yes			
		Estimate				
		Actual				
	(ii) Implementation rate of corporate leadership framework, standards and policies for resident coordinator and United Nations country team leadership	Target	100%			
		Estimate				
		Actual				
(b) Strengthened leadership skills, knowledge and capabilities of resident coordinators and United Nations country teams to effectively support the achievement of the Sustainable Development Goals	(i) Percentage of resident coordinators who complete required learning and/or leadership development modules, including Sustainable Development Goals certification	Target	50%			
		Estimate				
		Actual				
	(ii) Percentage of resident coordinators agreeing or strongly agreeing that they have sufficient capacity and prerogative to fulfil their terms of reference (% capacities/% prerogative)	Target	65%/55%			
		Estimate				
		Actual		60%/50%		
(c) Strengthened leadership talent pipeline and appointments of the resident coordinators, to better respond to the sustainable development needs of national Governments	(i) Integrated Resident Coordinator Assessment Centre with a focus on sustainable development established	Target	Yes			
		Estimate				
		Actual				
	(ii) Gender parity among resident coordinators (% male resident coordinators/female resident coordinators)	Target	50/50			
		Estimate				
		Actual		57/43	62/38	60/40
	(iii) Action plan in place to achieve resident coordinator geographical balance	Target	Yes			
		Estimate				
		Actual				
2. Integrated normative and policy support for the 2030 Agenda for Sustainable Development						
(a) Programme countries receive integrated context-specific quality advice and support to implement the 2030 Agenda for Sustainable Development	(i) Percentage of Governments agreeing that the United Nations provides high-quality joint policy advice, tailored to national needs and priorities	Target	82%			
		Estimate				
		Actual		80%		

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*							
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
	(ii) Number of integrated, regional or national policy products delivered by the United Nations development system	Target		50						
		Estimate								
		Actual								
	(iii) Proportion of United Nations country teams that have supported government efforts and goals to mainstream human rights in national development policies and programmes	Target		85%						
		Estimate								
		Actual				84%				
3. Coordination and planning for development results										
(a) Effective and accountable coordination mechanisms and leadership at the global, regional and national levels	(i) Percentage of United Nations Sustainable Development Group members that agree or strongly agree that the Group's global and regional coordination mechanisms are effectively supported by the Development Operations Coordination Office	Target		75%						
		Estimate								
		Actual								
	(ii) Percentage of programme country Governments that agree or strongly agree that the resident coordinator effectively and efficiently leads and coordinates the strategic support of the United Nations country team for national plans and priorities	Target		93%						
		Estimate								
		Actual				92%				
	(iii) Percentage of resident coordinators who agree or strongly agree that the resident coordinator has sufficient access to the expertise available at the global and regional United Nations development system levels	Target		75%						
		Estimate								
		Actual				73%				
(b) Strengthened data systems, capacities and management for the 2030 Agenda for Sustainable Development	(i) Proportion of United Nations country teams that provide support to national statistical capacity	Target		98%						
		Estimate								
		Actual				98%				
	(ii) Percentage of programme country Governments that state that the United Nations works "more closely" together to support capacity-building on disaggregated data collection and analysis compared with four years ago	Target		68%						
		Estimate								
		Actual				66%		67%		
(c) Improved United Nations Development Assistance Framework planning and implementation for development results	(i) Percentage of Governments that consider the activities of the United Nations to be closely or very closely aligned with the country's development needs and priorities	Target		90%						
		Estimate								
		Actual				84%		86%		83%

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
	(ii) Percentage of programme country Governments that agree or strongly agree that there is an improved focus on common results among United Nations development system entities at the country level	Target	90%			
		Estimate				
		Actual		85%		
	(iii) Number of United Nations country teams with joint workplans	Target	50			
		Estimate				
		Actual				
4. Partnerships and finance for development results						
(a) Enhanced and expanded partnerships with key stakeholders	(i) Development and endorsement of system-wide partnership policy for use by resident coordinators	Target	Yes			
		Estimate				
		Actual				
	(ii) Percentage of Governments agreeing that to a large or moderate extent the United Nations plays a catalytic role in facilitating partnerships	Target	78%			
		Estimate				
		Actual		76%		
	(iii) Proportion of United Nations country teams that facilitate South-South cooperation	Target	80%			
		Estimate				
		Actual		75%		
(b) Adequate funding and financing for development efforts, including through expanded pooled funds and innovative financing mechanisms	(i) Funding contributed to the Joint Fund for the 2030 Agenda for Sustainable Development ($ million)	Target	290			
		Estimate				
		Actual		13		
	(ii) Percentage of overall United Nations development resources channelled to inter-agency pooled funds	Target	12%			
		Estimate				
		Actual		8%		
	(iii) Proportion of United Nations country teams supporting programme countries with the development of financing coalitions to close the Sustainable Development Goal financing gap	Target	20%			
		Estimate				
		Actual		4%		
5. Communication for development results						
(a) Improved public availability and awareness of United Nations development efforts and activities in support of the 2030 Agenda for Sustainable Development	(i) Proportion of United Nations country teams implementing a joint communication *and advocacy* strategy (in line with United Nations Sustainable Development Group "Communicating as one" policies and guidance)	Target	90%			
		Estimate				
		Actual		85%		
	(ii) Publication of United Nations Sustainable Development Group annual results	Target	100%			
		Estimate				
		Actual		100%		

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*					
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*		
	(iii) Number of United Nations country teams reporting programmatic and financial alignment against the Sustainable Development Goals through UN INFO	Target	50					
		Estimate						
		Actual		27				
6. Business operations for development								
(a) Effective and efficient business operations, provided through consolidated back offices and common premises where possible	(i) Number/proportion of United Nations country teams supported by an integrated service centre	Target	3					
		Estimate						
		Actual		3	2	1		
	(ii) Percentage of United Nations premises that are defined as common premises	Target	20%					
		Estimate						
		Actual		16%				
	(iii) Number/proportion of United Nations country teams that have a fully endorsed business operations strategy	Target	66					
		Estimate						
		Actual		35/130	18/131	12/131		

External factors

41. The objective and expected accomplishments are expected to be achieved on the assumption that: (a) United Nations development system entities fully engage in the work programme of the United Nations Sustainable Development Group; (b) they fully support the United Nations resident coordinator system in the functions it performs at the global, regional and country levels; (c) they implement the measures proposed by the Secretary-General and endorsed by Member States to optimize functions and enhance collaboration at the global, regional and national levels; (d) they fully participate in the work programme of United Nations country teams in support of national sustainable development priorities, as reflected in their respective United Nations Development Assistance Framework; (e) they fully support the United Nations resident coordinator in leading the implementation of the United Nations Development Assistance Framework; (f) they fully engage with national Governments in the support they provide to the implementation of the 2030 Agenda for Sustainable Development; (g) Member States remain committed to providing adequate resources to the resident coordinator system; and (h) the engagement of Member States with United Nations development system entities, at the global, regional and country levels, reinforces United Nations coherence, discipline and joint activities.

Outputs

42. The outputs to be delivered during the biennium 2018–2019 are reflected in table 12.

Table 12
Categories of outputs and final outputs

Global coordination

Outputs	*Quantity*
Other substantive activities	
Organization of United Nations Sustainable Development Group and/or inter-agency meetings and activities and contribution to joint outputs	
1. Meetings of the United Nations Sustainable Development Group strategic results group on integrated Sustainable Development Goals implementation	4
2. Meetings of the United Nations Sustainable Development Group strategic results group on strategic funding and financing	4
3. Meetings of the United Nations Sustainable Development Group strategic results group on business innovations	4
4. Meetings of the United Nations Sustainable Development Group strategic results group on strategic partnerships for the Sustainable Development Goals	4
Technical material for outside users	
5. Technical guidance notes and policy papers for United Nations country teams	8
Group training	
6. Training and advisory webinars with country offices	20
7. Regional United Nations Development Assistance Framework roll-out workshops	6
Human resources management	
Recruitment, placement and career development	
8. Meetings of the Inter-Agency Advisory Panel for resident coordinator selection	4
9. Integrated Resident Coordinator Assessment Centre sessions	1
10. Resident coordinator induction workshop	1
Recurrent publications	
11. United Nations Sustainable Development Group annual results report	1

Regional coordination

Outputs	*Quantity*
Other substantive activities	
Organization of CEB and/or inter-agency meetings and activities and contribution to joint outputs	
1. Regional United Nations Sustainable Development Group meetings organized and serviced	12
2. Regional performance appraisal meetings undertaken	6
3. Regional operations management team meetings organized	6
Group training	
4. United Nations country team planning exercises supported and facilitated	30
5. Regional United Nations Development Assistance Framework roll-out workshops	6
6. Training and advisory webinars with field offices	12
7. Support to business operations strategy developments and operations management teams	12
Technical material for outside users	
8. Technical guidance notes and policy papers for field offices on regional issues	6
9. United Nations Development Assistance Frameworks peer reviewed by regional peer support groups	30
10. Advocacy, communications and position papers on regional issues	6

Country coordination

Outputs	*Quantity*
Substantive servicing of meetings	
1. Joint national/United Nations Steering Committee meetings	80
2. Co-Chairing aid effectiveness/development partner coordination mechanisms	75
Advisory services at the request of Governments	
3. Guidance, templates and training for the production of country-led reports on the Sustainable Development Goals	35
4. Guidance, templates and training for voluntary national reviews on the Sustainable Development Goals	30
5. Sustainable Development Goals financing coalitions or strategies	25
6. Guidance, templates and training for Governments in mainstreaming human rights in national development policies and programmes	20
7. Guidance, templates and training by United Nations country team to support follow-up by host Government of universal periodic review recommendations	60
8. Guidance, templates and training for national aid information management systems	54
Other substantive activities: joint products	
9. United Nations Development Assistance Frameworks	30
10. 2030 Agenda policy papers	15
11. United Nations Development Assistance Framework road maps	25
12. United Nations country team reports to the universal periodic review	50
13. Joint resource mobilization strategies	10
14. Conflict and development analyses	7
15. Joint advocacy strategies	20
16. Facilitation of United Nations Development Assistance Framework evaluations	60
17. United Nations country team United Nations Development Assistance Framework UN INFO platform	5
18. Joint risk assessments	15
19. Joint business operations strategies	10

43. Given that the new resident coordinator system will be operationalized in 2019, the initial framework of expected results will be further developed as data across entities are harmonized and based on lessons learned from the implementation of this historic reform.

44. The distribution of resources for the programme of work is reflected in tables 13 and 14.

Table 13
Resource requirements: programme of work

Category	*2019 resources*	*Posts*
Global coordination	14 352.7	43
Regional coordination	6 659.4	28
Country coordination	246 298.7	1 046
Total (net of staff assessment)	**267 310.8**	**1 117**

Table 14
Requirements by object of expenditure: programme of work
(Thousands of United States dollars)

	2019 estimates
Posts	155 202.7
Other staff costs	2 490.4
Consultants	23 349.7
Travel of staff	13 889.5
Contractual services	35 924.5
General operating expenses	28 648.4
Hospitality	1 340.0
Supplies and materials	1 899.4
Furniture and equipment	4 566.2
Total	**267 310.8**

Global coordination

45. The distribution of resources for global coordination is reflected in tables 15 to 17.

Table 15
Resource requirements: global coordination

Category	*2019 resources*	*Posts*
Post	9 758.9	43
Non-post	4 593.8	–
Total (net of staff assessment)	**14 352.7**	**43**

Table 16
Requirements by object of expenditure: global coordination
(Thousands of United States dollars)

	2019 estimate
Posts	9 758.9
Other staff costs	703.6
Consultants	1 110.1
Travel of staff	478.5
Contractual services	1 219.2
General operating expenses	904.8
Supplies and materials	55.4
Furniture and equipment	122.2
Total	**14 352.7**

Table 17
Post requirements: global coordination

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Global coordination	–	–	–	2	8	19	11	–	**40**	–	3	–	–	**43**

Posts

46. The amount of $9,758,900 will provide for 43 posts (2 D-1, 8 P-5, 19 P-4, 11 P-3 and 3 General Service (Other level)) for global coordination to support the implementation of the mandate under the programme. Global coordination will be comprised of four divisions as follows:

Policy and Programming Branch

47. The Policy and Programming Branch will be comprised of 22 posts (1 D-1, 5 P-5, 12 P-4, 3 P-3 and 1 General Service (Other level)) with the functions and responsibilities described in paragraphs 48 to 52 below.

48. A Chief of Branch, Policy and Programming (1 D-1), will supervise the work of the Branch and provide overall leadership and guidance to ensure a coherent and integrated support package for resident coordinators, resident coordinator offices and the United Nations country teams on norm-based sustainable development policy development and implementation.

49. The five P-5 posts are as follows:

(a) A Chief of Section/Policy and Innovation (1 P-5) will provide strategic advisory support to the senior management on policy in addition to leading the work of the Development Operations Coordination Office on sustainable development innovation while driving innovation and change in the operational work of the United Nations development system in support of the implementation of the 2030 Agenda for Sustainable Development;

(b) A Chief of Section, Partnerships (1 P-5), will lead the work of the Partnerships Section, driving the strategic thinking of the Development Operations Coordination Office on sustainable development partnerships for the 2030 Agenda for Sustainable Development. Among the main responsibilities is to ensure the implementation of gender mainstreaming guidelines, as well as manage strategic partnerships with external actors in the private sector, academia, philanthropic foundations, policy think tanks, research institutes and United Nations entities in support of the work of resident coordinators and United Nations country teams;

(c) A Chief of Section, Strategic Finance (1 P-5), will lead the work of the Development Operations Coordination Office on strategic finance support to resident coordinators and United Nations country teams and will provide overall strategic guidance to the secretariat of the Joint Fund for the 2030 Agenda, ensuring active collaboration and support of Development Operations Coordination Office teams to the work of the Joint Fund;

(d) A Senior Programme Officer, Inter-Agency Programme Facilitation (1 P-5), will support resident coordinators and United Nations country teams on matters relating to system-wide and inter-agency programming, including United Nations Development Assistance Frameworks and their alignment with integrated

strategic frameworks, humanitarian response plans and other system-wide planning and programme frameworks;

(e) A Senior Programme Officer, Innovations (1 P-5), will provide strategic advisory support to the Development Operations Coordination Office senior management on policy development and implementation work for the sustainable development innovations based on new technologies and methods.

50. The twelve P-4 posts are as follows:

(a) A Sustainable Development Officer, United Nations Development Assistance Framework/Common Country Assessment (1 P-4), will provide technical advisory support and guidance on system-wide programming and United Nations Development Assistance Frameworks/common country assessments to resident coordinators and United Nations country teams;

(b) A Sustainable Development Officer, Innovative Finance (1 P-4), will monitor and produce timely and quality analytical inputs and policy research products on innovative finance and finance for development for resident coordinators and United Nations country teams, in addition to organizing and providing support to resident coordinators and United Nations country teams in those two areas;

(c) A Sustainable Development Officer, Development Coordination Officer and Humanitarian Issues (1 P-4), will provide strategic support for policy development on the humanitarian and development nexus and provide guidance to resident coordinators and United Nations country teams on lessons learned and good practices. The Sustainable Development Officer will also promote opportunities for the reinvigorated United Nations Development Assistance Frameworks and joint programmes to include, where appropriate, humanitarian elements, especially in protracted crises and transboundary initiatives;

(d) A Human Rights Officer, Human Rights and Normative Agenda (1 P-4), will prepare timely and quality analytical inputs and facilitate system-wide integrated policy support to resident coordinators and United Nations country teams on human rights and the normative agenda, with a view to ensuring implementation of the Sustainable Development Goals in a way that leaves no one behind, while providing strategic and technical advice and ensuring an effective policy-practice feedback;

(e) A Sustainable Development Officer, Knowledge Management (1 P-4), will manage, maintain and enhance knowledge-sharing platforms for the resident coordinator system and the United Nations Sustainable Development Group in an effort to expand capacities and expertise and encourage knowledge-sharing on best practices in sustainable development across the system;

(f) A Sustainable Development Officer, Resource Mobilization (1 P-4), will analyse funding trends and resource mobilization efforts for the United Nations Sustainable Development Group and will forge and maintain partnerships with current and prospective donors to the resident coordinator system, including non-traditional donors;

(g) A Sustainable Development Officer, Development Coordination — International Financial Institutions (1 P-4), will analyse trends in official development assistance and monitor developments with respect to United Nations partnerships with international financial institutions in support of the implementation of the 2030 Agenda for Sustainable Development;

(h) A Sustainable Development Officer, Innovations (1 P-4), will collaborate on knowledge products in support of the development and implementation of collective intelligence, with special emphasis on ideas and experiences at the regional and country levels. The Sustainable Development Officer will also introduce and test

innovative products and processes and deliver learning opportunities to the Development Operations Coordination Office;

(i) A Sustainable Development Officer, Private Sector (1 P-4), will undertake analysis on private sector engagement in sustainable development and contribution to the implementation of the 2030 Agenda for Sustainable Development. Another main responsibility is to forge and maintain partnerships with private sector actors and United Nations platforms for the private sector engagement in sustainable development that contributes to the work of the resident coordinator system;

(j) A Sustainable Development Officer, Development Coordination — Post-Conflict (1 P-4), will provide policy, technical and operational advice, as well as support to advance sustainable development in crisis and post-crisis contexts and ensure linkages with humanitarian and peacebuilding policy, planning and programming. Another main responsibility is to forge and maintain strong cross-pillar partnerships with other parties within or outside the United Nations system with a view to ensuring integrated cross-pillar support to resident coordinators, resident coordinator offices and United Nations country teams;

(k) A Sustainable Development Officer, Development Coordination — Transitions (1 P-4), will facilitate strategic and proactive engagement by United Nations country teams in transition planning processes and contribute to the development of joint United Nations transition planning methodologies. The Sustainable Development Officer will participate in the working group on transitions and support joint United Nations lessons learned activities associated with the mission transition process;

(l) A Human Rights Officer, Gender (1 P-4), will undertake analysis of United Nations development system support to gender equality and the empowerment of women at the country level and its impact on the implementation of the 2030 Agenda for Sustainable Development. The Human Rights Officer will also provide technical assistance in the implementation of departmental guidance on gender mainstreaming in all aspects of resident coordinator support processes and provide backstopping to United Nations country teams on the interpretation of policies and guidance on the implementation of United Nations global frameworks and tools.

51. The three P-3 posts are as follows:

(a) A Programme Officer, UN INFO (1 P-3), will support the full and effective roll-out of UN INFO in close collaboration with United Nations country teams. UN INFO is an online tool for planning, reporting and monitoring United Nations Development Assistance Framework and business operations strategy plans that will facilitate the coordination of plans along with intuitive data visualization from programmes and business operations. The Programme Officer will also manage the system development requirements and the work of external users of UN INFO;

(b) A Programme Officer, Inter-Agency Programme Implementation and Facilitation (1 P-3), will provide substantive support to resident coordinator offices and United Nations country teams to identify and foster inter-agency joint programme activities across various mandates or thematic pillars. The Programme Officer will research, analyse and present information gathered from diverse sources to enable the identification of opportunities for cross-sectional joint programming areas, such as gender and youth;

(c) A Programme Officer, United Nations Development Assistance Framework Data Analytics (1 P-3), will develop, update and maintain databases and the United Nations Sustainable Development Group website section. In addition, the Programme Officer will produce regular analytical inputs on trends and issues emerging from research and analysis work.

52. A Programme Assistant (1 General Service (Other level)) will liaise with senior officials internally and externally and serve as the focal point on managing the administration and logistics of all major policy and programming events and workshops.

Country Business Strategies Section

53. The Country Business Strategies Section will be comprised of five posts (1 P-5, 2 P-4 and 2 P-3) with the functions and responsibilities described in paragraphs 54 to 56 below.

54. The Chief of Section, Country Business Strategies (1 P-5), will lead, supervise and ensure the provision of daily business services in support to the Development Operations Coordination Office, regional desks and resident coordinator offices, including work planning, administration and budgeting activities. The Chief of Section will provide strategic advice to Development Operations Coordination Office senior management on country business strategies and support to the United Nations country teams through webinars and training on the implementation of business operations strategies to ensure coordination, alignment and full compliance with United Nations Sustainable Development Group guidelines at the field level.

55. The two P-4 posts are as follows:

(a) A Programme Officer, Business Operations Strategy (1 P-4), will support United Nations country teams and Development Operations Coordination Office regional desks in operationalizing business operations strategies, quantification of client satisfaction levels and optimization of presence through common premises;

(b) A Programme Officer, Common Premises Policy (1 P-4), will manage common premises inter-agency policy and ensure implementation and compliance with United Nations Sustainable Development Group guidelines. The Programme Officer will lead strategic policy engagement with the Group on common premises and related issues.

56. The two P-3 posts are as follows:

(a) A Programme Officer, Common Premises Policy (1 P-3), will provide advice and input on common premises inter-agency policy and ensure implementation and compliance through the monitoring of activities and the preparation of reports on progress in common services;

(b) A Programme Officer, Business Innovations (1 P-3), will provide technical secretariat support to the United Nations Sustainable Development Group and the business innovations strategic results group, as well as enhance coordination and knowledge-sharing on business innovations across United Nations Sustainable Development Group task teams.

Communications and Results Reporting Section

57. The Communications and Results Reporting Section will be comprised of eight posts (1 P-5, 3 P-4, 3 P-3 and 1 General Service (Other level)) with the functions and responsibilities described in paragraphs 58 to 61 below.

58. The Chief of Section, Communications and Results Reporting (1 P-5), will lead the Section and guide its work planning and budgeting activities. The Chief will also direct and guide the Section's performance to increase public knowledge of United Nations development system results though communications mediums, engagement and outreach, as well as head the design and delivery of a common communication strategy.

59. The three P-4 posts are as follows:

(a) A Programme Officer, Results Reporting (1 P-4), will manage the production, development, writing and conceptualization of all Development Operations Coordination Office results reporting to the United Nations Sustainable Development Group and the public. The Programme Officer will define and implement a digital content strategy and approach for United Nations development system communication priorities and programmatic content across digital platforms and advise on the latest trends and best practices and benchmarks;

(b) A Programme Officer, Digitization (1 P-4), will oversee the standardization of application programme interfaces by United Nations Sustainable Development Group members and United Nations country teams to advance data interoperability for communications and open data. The Programme Officer will also develop and roll out joint United Nations communication tools at the country level to increase the use of real-time public engagement;

(c) A Programme Officer, Content Management Officer Branding and Products Development (1 P-4), will manage protocols for editorial reviews and clearance functions for global United Nations Sustainable Development Group and Development Operations Coordination Office communications, reporting, and publications, while ensuring quality, clarity and consistency across United Nations Sustainable Development Group communication products.

60. The three P-3 posts are as follows:

(a) A Programme Officer, Website and Social Media (1 P-3), will conceptualize and oversee web design for the United Nations Sustainable Development Group sites to aggregate digital communication investments across the United Nations system, as well as facilitate technical and advisory support for United Nations country team websites and integration of open data (UN INFO) and data portals into United Nations country team websites;

(b) An Information Management Officer, Reporting and Data — Data Visualization Platform (1 P-3), will provide advisory services on documentation practices, including needs and business process analysis, organization and maintenance of United Nations information assets, records preservation and disposition and information management policies and procedures, with emphasis on technological applications;

(c) A Programme Officer, Public Information and Transparency (1 P-3), will manage the development, upgrades and maintenance of the United Nations Sustainable Development Group open data platforms, as well as develop, support and advise on solutions for United Nations country teams and United Nations Sustainable Development Group member agencies on issues relating to the transparency of United Nations Sustainable Development Group data.

61. A Public Information Assistant, Media and Communication (1 General Service (Other level)), will provide specialized assistance in the production, delivery and servicing of information communication products and infographics.

Resident Coordinator System Leadership Branch

62. The Resident Coordinator System Leadership Branch will be comprised of eight posts (1 D-1, 1 P-5, 2 P-4, 3 P-3 and 1 General Service (Other level)) with the functions and responsibilities described in paragraphs 63 to 67 below.

63. The Chief of Branch, Resident Coordinator Leadership (1 D-1), will provide strategic leadership development advisory support to the United Nations Sustainable Development Group and United Nations agencies on resident coordinator system

leadership matters, in addition to leading the work programme of the Branch and its budgetary activities, including building partnerships, mobilizing resources and managing donor relations. The Chief will report to intergovernmental bodies on budget/programme performance or on programmatic/substantive issues in regard to resident coordinator and United Nations country team leadership programmes and activities.

64. A Senior Programme Officer, Resident Coordinator Leadership Solutions (1 P-5), will manage the resident coordinator leadership solutions team and provide strategic guidance to achieve leadership development outcomes of the United Nations Sustainable Development Group. The role also focuses on establishing and nurturing strategic partnerships with internal and external networks to strengthen the learning and capabilities of resident coordinators and United Nations country teams.

65. The two P-4 posts are as follows:

(a) A Programme Officer, Resident Coordinator Succession Management Policy (1 P-4), will develop, design, plan and implement new policies, practices and procedures related to the new Integrated Resident Coordinator Assessment Centre, as well as coordinate and provide operational secretariat support to the Inter-Agency Advisory Panel process. The Programme Officer will oversee resident coordinator pools, resident coordinator data trends and analysis to ensure efficient and effective succession planning and management for the resident coordinator system;

(b) A Programme Officer, Performance Management Systems (1 P-4), will provide policy guidance for the assessment of results and competencies platform for the mutual accountability of resident coordinators and United Nations country teams and further develop the policy as required.

66. The three P-3 posts are as follows:

(a) A Programme Officer, Resident Coordinator Leadership Learning and Partnership (1 P-3), will manage the resident coordinator and United Nations country team leadership learning and development portfolio with a focus on Leadership Exchange Series (LEADX) events and will provide substantive inputs to the development of policy papers on resident coordinator system leadership;

(b) A Programme Officer, Resident Coordinator Selection (1 P-3), will contribute to policy development and the development of standard operating procedures for resident coordinator assessment and selection. The Programme Officer will coordinate the inter-agency voting process and provide technical support to the preparations for the Inter-Agency Advisory Panel;

(c) A Programme Officer, Leadership Systems (1 P-3), will provide oversight and management of information systems and databases, including automated analytical reporting and data visualizations for the Inter-Agency Advisory Panel, resident coordinator pools, assessment of results and competencies and resident coordinator leadership databases and datasets. The Programme Officer will also design analytical data models for United Nations leadership analytics and produce reports to inform on policy analysis and recommendations.

67. The Programme Assistant (1 General Service (Other level)) will support the conduct of learning needs assessments, evaluation and surveys to improve approaches to resident coordinator and United Nations country team leadership development and provide recommendations on the future direction of these approaches. The Programme Assistant will support the preparation of resident coordinator and United Nations country team performance appraisal meetings and resident coordinator system leadership events.

Other staff costs

68. The amount of $703,600 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

Consultants

69. The amount of $1,110,100 provides for specialized expertise that is neither available in the Secretariat nor considered cost-effective, to build the related in-house capacity. It is proposed to hire two consultants to conduct the following:

(a) An Oracle adviser for 12 months to ensure a full roll-out of the resident coordinator performance assessment system and support a smooth technical upgrade in response to feedback received from the Office of Information and Communications Technology after the roll-out;

(b) Graphic design services for 12 months for the relaunching of the branding and the standardization of website development, content and design of the resident coordinator system at the global, regional and country levels.

Travel of staff

70. The amount of $478,500 provides for the following:

(a) Three travels by the Chief of the Resident Coordinator System Leadership Branch to participate and assist Development Operations Coordination Office regional desks in annual performance assessments of United Nations resident coordinators;

(b) Two travels by the Human Resources Office to participate and assist regional desks in annual performance assessments of United Nations resident coordinators;

(c) One travel to Europe by the Chief of the Policy and Programming Branch to participate in the fall session of the CEB High-Level Committee on Programmes;

(d) One travel to Europe by the Chief of the Country Business Strategies Section to participate in the spring session of the CEB High-Level Committee on Management;

(e) Five travels to regional desks by the Chief of the Policy and Innovations Section to participate in annual United Nations Development Assistance Framework roll-out workshops in those regions and provide for interregional exchange of resident coordinator offices and training of regional coordination officers on new systems and guidance on integrated programming developed by the United Nations Sustainable Development Group;

(f) Five travels to regional desks by the Sustainable Development Officer to participate in annual United Nations Development Assistance Framework roll-out workshops in those regions and provide for interregional exchange among resident coordinator offices and training of regional coordination officers on new systems and guidance on integrated programming developed by the United Nations Sustainable Development Group;

(g) One travel to regional desks by the Chief of the Communications and Results Reporting Section to accompany the members of senior management;

(h) Five travels to regional desks by the Public Information Officer (Results Reporting) to participate in United Nations Sustainable Development Group results reporting workshops;

(i) Five travels to regional desks by the Sustainable Development Officer (Knowledge Management) to participate in United Nations Sustainable Development Group knowledge management workshops;

(j) Five travels to regional desks by the Sustainable Development Officer (Innovative Finance) to participate in and facilitate United Nations Sustainable Development Group innovative finance for the Sustainable Development Goals workshops in the region;

(k) Five travels to regional desks by the Sustainable Development Officer, Development Coordination Officer and Humanitarian Issues to participate in and facilitate United Nations Sustainable Development Group nexus and integrated planning workshops in the region;

(l) Five travels to regional desks by the Sustainable Development Officer (Private Sector) to participate in and facilitate United Nations Sustainable Development Group private sector engagement and partnership workshops in the region;

(m) Five travels to regional desks by the Chief of the Strategic Finance Section to participate in and facilitate United Nations Sustainable Development Group strategic finance workshops in the region;

(n) One travel by the Chief of the Partnerships Section and the Sustainable Development Officer, Development Coordination Officer and Humanitarian Issues for three days to Montreux, Switzerland, to participate in the annual Deputy Special Representative of the Secretary-General retreat;

(o) Five travels to regional desks by the Chief of the Country Business Strategies Section to participate in annual business operations strategy regional roll-out workshops in those regions;

(p) Five travels to regional desks by the Programme Officer (Common Premises Policy) to participate in annual business operations strategy regional roll-out workshops in those regions;

(q) Three travels to regional desks by the Chief of the Policy and Programming Branch for three working days each to provide guidance to ensure a coherent and integrated support package to resident coordinators, resident coordinator offices and United Nations country teams on sustainable development policy and implementation and participate in regional United Nations Sustainable Development Group meetings;

(r) Three travels to regional desks by the Chief of the Policy and Innovations Section for three working days each to provide guidance to ensure a coherent and integrated support package to resident coordinators, resident coordinator offices and United Nations country teams on sustainable development policy and implementation and participate in regional United Nations Sustainable Development Group meetings;

(s) Fifteen travels for the participation of 15 United Nations resident coordinators in the annual induction training workshop organized in New York for incoming United Nations resident coordinators;

(t) Five travels to regional desks, for three working days each, by one member of the Resident Coordinator System Leadership Branch team to accompany the Assistant Secretary-General of the Development Operations Coordination Branch in briefings and consultations and to participate in the performance assessment of resident coordinators and United Nations country teams.

Contractual services

71. The amount of $1,219,200 provides for the contractual costs of:

(a) Data visualization platform services for a 12-month period for open data solution and data-driven innovation programmes in the resident coordinator system;

(b) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group information management system;

(c) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group assessment of results and competencies performance appraisal tool for United Nations resident coordinators and United Nations country teams;

(d) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group UN INFO United Nations Development Assistance Framework online platform;

(e) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group resident coordinator database;

(f) Maintenance, technical support and systems development external contractual services for the United Nations Sustainable Development Group website;

(g) Fee payment for the services of the Integrated Resident Coordinator Assessment Centre;

(h) Training fees for the resident coordinator annual induction workshop in New York for incoming resident coordinators.

General operating expenses

72. The amount of $904,800 provides for the following:

(a) Rental of premises for five United Nations Development Assistance Framework roll-out workshops, one at each regional desk location, with the participation of United Nations country team members and resident coordinator office staff of countries rolling out their Framework in 2019 and the support of United Nations Development Assistance Framework programme management officers from regional desks and Development Operations Coordination Office headquarters;

(b) Rental of premises for five business operations strategy roll-out workshops, one at each regional desk location, with the participation of United Nations country team members and resident coordinator office staff of countries rolling out their new business operations strategies and the support of business innovations programme management officers from regional desks and Development Operations Coordination Office headquarters;

(c) Rental of premises for the resident coordinator annual induction workshop in New York for new and assigned resident coordinators;

(d) Communication costs (cell phone, landline), utilities, courier charges, printing and other sundry items.

Supplies and materials

73. The amount of $55,400 provides for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

74. The amount of $122,200 provides for the replacement of furniture, office automation and other equipment.

Regional coordination

75. The distribution of resources for regional coordination is reflected in tables 18 to 20.

Table 18
Resource requirements: regional coordination

(Thousands of United States dollars)

Category	*2019 resources*	*Posts*
Regular budget		
Post	5 749.4	28
Non-post	910.0	–
Total (net of staff assessment)	**6 659.4**	**28**

Table 19
Requirements by object of expenditure: regional coordination

(Thousands of United States dollars)

	2019 estimate
Posts	5 749.4
Other staff costs	86.8
Consultants	139.6
Travel of staff	511.0
General operating expenses	135.6
Hospitality	30.0
Supplies and materials	4.0
Furniture and equipment	3.0
Total	**6 659.4**

Table 20
Post requirements: regional coordination

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Regional coordination	–	–	5	–	3	11	4	–	**22**	–	–	–	5	**28**

Posts

76. The amount of $5,749,400 would provide for the establishment of 28 posts (5 D-2, 3 P-5, 11 P-4, 4 P-3 and 5 Local level) to support the implementation of the programme. Regional coordination will be comprised of five regional offices staffed as follows: Africa (1 D-2, 1 P-5, 3 P-4, 1 P-3 and 1 Local level), Arab States (1 D-2, 2 P-4, 1 P-3 and 1 Local level), Europe and Central Asia (1 D-2, 2 P-4, 1 P-3 and

1 Local level), Asia and the Pacific (1 D-2, 1 P-5, 2 P-4, 1 P-3 and 1 Local level) and Latin America and the Caribbean (1 D-2, 1 P-5, 2 P-4 and 1 Local level). The regions will follow a similar structure, including posts with similar functions and responsibilities as described per post level in paragraphs 77 to 81 below.

77. A Regional Director (1 D-2) in each region will formulate and implement the substantive work programme and budget of the regional desk under the Regional Director's supervision. In addition to managing the day-to-day operations in the region, the role of the Regional Director is to strengthen collaboration and partnership with the regional economic commissions and ensure that United Nations Development Assistance Frameworks and joint programmes are supported by and linked to the work of relevant intergovernmental bodies and the networks in the region.

78. A Senior Programme Officer, Regional Coordination (1 P-5), in the three largest regions of coverage will coordinate regional efforts on policy/normative work and system coherence in the resident coordinator system and lead the organization of regional forums. The Senior Programme Officer will also oversee support to resident coordinators, United Nations country teams and resident coordinator offices in programming and country business strategies, as well as ensure support to the Regional Chair of the United Nations Sustainable Development Group and the Director of the Development Operations Coordination Office in conducting resident coordinator and United Nations country team performance appraisals.

79. The P-4 posts will have the following functions:

(a) A Sustainable Development Officer, United Nations Development Assistance Framework Programme and Partnership (2 P-4 for Africa, 1 P-4 for other regions), will support the resident coordinators and United Nations country team to ensure quality and timely integrated support to Member States in the implementation of the 2030 Agenda for Sustainable Development through the development of the Framework. The Officer will also facilitate relevant United Nations Development Assistance Framework formulation processes and other related country-level programming;

(b) A Regional Liaison and Sustainable Development Officer (5 P-4), for each United Nations Sustainable Development Group region, will be responsible for liaison in Headquarters with Development Operations Coordination Office regional desks through regional inter-agency coordination and networking and engagement in global policy discussions to ensure coverage of regional dimensions and will participate in forums at Headquarters and specific inter-agency or expert task forces or working groups relevant to the region.

80. A Programme Officer, Reporting, Monitoring and Business Operations Strategy Officer (1 P-3), in each region will support the identification, collection and monitoring of United Nations common data and indicators, guide resident coordinators and United Nations country teams in the use of the United Nations Sustainable Development Group information management system, provide capacity-building support to strengthen the monitoring and evaluation of development results and provide substantive support to the development of business operations strategies.

81. A Programme Assistant (1 Local level) will support the planning and implementation of activities for the Regional Director of the Development Operations Coordination Office. The Programme Assistant will assist in the overall functioning of the regional desk, including tracking of financial resources, progress on workplans, and operational support activities such as procurement, travel and leave management.

Other staff costs

82. The amount of $86,800 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

Consultants

83. The amount of $139,600 provides for analysis and support for the development of regional and subregional initiatives and programmes of the United Nations Sustainable Development Group.

Travel of staff

84. The amount of $511,000 provides for the following:

(a) One travel to New York by each of the five Regional Directors for three working days for consultations with the United Nations bodies and other counterparts that might be relevant for the mandate;

(b) Twenty-five travels within the region for each of the five Regional Directors and senior staff to participate in United Nations country team visits, provide troubleshooting support, oversee the implementation of United Nations Sustainable Development Group agreements and guidance and engage with national counterparts;

(c) Forty travels to countries within the regions by each of the five Programme Officers (Business Operations Strategies) to participate in business operations strategies strategic retreats in countries in their respective regions;

(d) Forty-nine travels to countries within the region by each of the five Sustainable Development Officers (United Nations Development Assistance Framework Programming and Partnership) to participate in United Nations country team strategic planning and consultation retreats in the 39 country that will be rolling out their new United Nations Development Assistance Framework in 2019).

General operating expenses

85. The amount of $135,600 provides for communication costs (cell phone, landline), utilities, courier charges, printing and other sundry items.

Hospitality

86. An amount of $30,000 is assigned for each of the five regional offices at $6,000 per office to cover the expenses of official receptions with country officials, Member States and United Nations agencies.

Supplies and materials

87. The amount of $4,000 provides for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

88. The amount of $3,000 provides for the replacement of furniture, office automation and other equipment.

Country coordination

89. The distribution of resources for country coordination is reflected in tables 21 to 23.

Table 21
Resource requirements: country coordination
(Thousands of United States dollars)

Category	*2019 resources*	*Posts*
Regular budget		
Post	139 694.4	1 046
Non-post	106 604.3	–
Total (net of staff assessment)	**246 298.7**	**1 046**

Table 22
Requirements by object of expenditure: country coordination
(Thousands of United States dollars)

	2019 estimate
Posts	139 694.4
Other staff costs	1 700.0
Consultants	22 100.0
Travel of staff	12 900.0
Contractual services	34 705.3
General operating expenses	27 608.0
Hospitality	1 310.0
Supplies and materials	1 840.0
Furniture and equipment	4 441.0
Total	**246 298.7**

Table 23
Post requirements

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Country coordination	–	12	36	81	131	65	–	–	**325**	–	–	459	262	**1 046**

Posts

90. The amount of $139,694,400 would provide for the establishment of 1,046 posts (12 Assistant Secretary-General, 36 D-2, 81 D-1, 131 P-5, 65 P-4, 459 National Professional Officer and 262 Local level) as shown in the table above to support the implementation of the programme. Country coordination will be comprised of 131 country offices and resident coordinators with the functions and responsibilities of the posts at each level described below.

91. The resident coordinator (1 Assistant Secretary-General or 1 D-2 or 1 D-1, depending on context complexity and United Nations country team size) will lead the coordination of operational activities for development of the United Nations and system-wide accountability on the ground in support of countries in their implementation of the 2030 Agenda for Sustainable Development. The resident

coordinator will lead the development, implementation, monitoring and reporting of the United Nations Development Assistance Framework, in full consultation and agreement with national Governments. The resident coordinator will ensure the alignment of agency programmes and inter-agency pooled funding for development with national development needs and priorities. The resident coordinator will ensure the engagement on and pursuance of the United Nations normative agenda, in accordance with the ratified global and regional treaties and conventions and in support of the national capacity development in both normative and operational areas, in accordance with respective mandates and on the basis of the Organization's comparative advantage, roles and responsibilities. As the designated officer, the resident coordinator will ensure effective coordination of country-level security and safety of all United Nations staff and dependants and will lead the inter-agency security management team. Resident coordinators will continue to be double-hatted as humanitarian coordinators and triple-hatted as Deputy Special Representatives of the Secretary-General, in relevant contexts.

92. A Senior Development Coordination Officer, Strategic Planning/Team Leader (1 P-5), will provide strategic advice to the resident coordinator and the United Nations country team to ensure effective, quality and timely United Nations support to the programme country in the implementation of the 2030 Agenda for Sustainable Development through a new generation common country analysis and United Nations Development Assistance Frameworks. The incumbent will develop and leverage partnerships to facilitate resource mobilization for the Framework and knowledge-sharing while positioning the United Nations as a key provider of integrated services and platform in support of the Sustainable Development Goals. The incumbent will also oversee the implementation of the business operations strategy and promote a culture of continuous improvement and client orientation in operational service delivery, while also managing the resident coordinator office to ensure coordination and adherence to organizational policies and procedures. Lastly, the incumbent will promote knowledge management and capacity development in and outside the United Nations system.

93. A Development Coordination Officer, Economist (1 P-4 or 1 National Professional Officer), will lead evidence-based Sustainable Development Goal analysis in support of a shared understanding by the United Nations country team of sustainable development trends, best practice, challenges and opportunities in programme countries. The Officer will provide quality and innovative policy advice services to the resident coordinator and United nations country team, national counterparts in government and other relevant partners. The Officer will also be responsible for providing advice to the United Nations country team in the development of new-generation Sustainable Development Goal programmes with a strong investment orientation and focus on economic-focused indicators and accelerated achievement of the Goals. The incumbent will establish, lead and contribute to economic thinking, financing for development, Sustainable Development Goal knowledge generation and management through communities of practice and knowledge networks.

94. A Development Coordination Officer, Programme Communication and Advocacy (1 National Professional Officer), will provide guidance and support to the resident coordinator and United Nations country team in designing, implementing and monitoring the United Nations joint advocacy and communication strategy, promoting the United Nations Development Assistance Framework as the most important instrument for planning and implementation of United Nations development activities in-country, in support of the implementation of the 2030 Agenda for Sustainable Development. The incumbent will expand public outreach around the role of the United Nations and the collective 2030 Agenda for Sustainable Development through

the engagement of key traditional and non-traditional partners. The incumbent will work closely with the media, manage digital external platforms including the United Nations social media presence, support the production of United Nations publications and provide advice on the use of the joint United Nations brand at the country level.

95. A Monitoring and Evaluation Officer, Data Management and Results Monitoring/Reporting (1 National Professional Officer), will monitor and report on United Nations country team results under the United Nations Development Assistance Framework and will serve as the key advocate for knowledge-sharing at the country and regional levels. The incumbent will provide support to the development and implementation of evaluation plans. The incumbent will also provide substantive support for the development and implementation of the data and research strategy of the United Nations country team in alignment with the common country assessment and the United Nations Development Assistance Framework through the application of empirical analysis, data mining and visualization to develop reports on a range of sustainable development topics. The incumbent will develop and expand strategic research and data partnerships, including with United Nations entities at the regional and headquarters levels, government counterparts, research institutes and civil society.

96. A Development Coordination Officer, Partnerships and Development Finance (1 National Professional Officer), will support the planning and coordination of United Nations partnerships through the development and implementation of the United Nations partnership strategy in alignment with, and in support of, the United Nations Development Assistance Framework, for locally tailored strategies and initiatives. The incumbent will also develop external relations to strengthen and influence the debate with partners to improve development assistance policies and practices. In alignment with the common country assessment/United Nations Development Assistance Framework and mainstreaming, acceleration and policy support strategy (MAPS), the incumbent will provide technical and advisory support on financing for development to the resident coordinator/United Nations country team, including the analysis of new and innovative financing mechanisms.

Other staff costs

97. The amount of $1,700,000 provides for:

(a) A recruitment campaign across UNDP country offices for potentially 900 personnel in the amount of $980,000, which necessitates dedicated stand-alone resources that are not captured through the ongoing administration of respective resident coordinator offices;

(b) Separation costs in the amount of $720,000 for staff in the resident coordinator offices that are unable to transition to the resident coordinator system.

Consultants

98. The amount of $22,100,000 provides for:

(a) In countries rolling out their new United Nations Development Assistance Frameworks, one facilitator to facilitate the United Nations Development Assistance Framework strategic prioritization workshop for the United Nations country team and external partners, including host Government counterparts and United Nations Development Assistance Framework partners;

(b) In countries rolling out their new United Nations Development Assistance Frameworks, one sustainable development analyst assisting with the development of the United Nations Development Assistance Framework common country assessment;

(c) In countries completing the United Nations Development Assistance Framework cycle, two evaluation advisers to undertake the evaluation of the United Nations Development Assistance Framework of the United Nations country teams;

(d) One facilitator to facilitate the annual United Nations country team planning workshop.

Travel of staff

99. The amount of $12,900,000 provides for $100,000 in travel resources for each resident coordinator office:

(a) One travel to New York by the United Nations resident coordinator to participate in meetings and briefings with the Development Operations Coordination Office, mechanisms of the United Nations Sustainable Development Group and New York-based United Nations development system entities;

(b) Two travels to the regional desk of the United Nations Sustainable Development Group by the United Nations resident coordinator to participate in inter-agency discussions and debriefing on regional issues, as well as engage with the regional economic commission;

(c) One travel to the regional countries or donor capitals by the United Nations resident coordinator to mobilize resources for the programme country national priorities;

(d) Ten travels within country to participate in national and subnational events and meetings:

(i) Four travels by the Strategic Planner/Team Leader or other resident coordinator office staff to participate in the regional United Nations Development Assistance Framework roll-out workshop, business operations strategy roll-out workshop or other regional meetings, including meetings of the regional economic commission;

(ii) Five travels by the Strategic Planner/Team Leader in the country office to participate in field monitoring visits to United Nations country team projects;

(iii) One travel by the Sustainable Development Coordination Officer to the regional desk location to participate in the regional United Nations Sustainable Development Group discussion on regional sustainable development issues;

(e) Ten travels by the Data and Results Officer, Communication Officer or other resident coordinator office national officers to participate in field visits to United Nations country team projects.

Contractual services

100. The amount of $34,705,300 provides for:

(a) Direct costs in the amount of $19,607,991 as part of the turnkey solution whereby UNDP is responsible for all direct administrative support, which includes human resources, budget and finance, procurement and general administration, defined as standard services. The diffused arrangements in 131 locations with relatively small resident coordinator office presence decrease the possibility for realizing efficiencies of scale. Ad hoc and non-standard services outside of the turnkey solution (for example, travel and other activities such as consultants, workshops) will be charged directly based on the regular universal price list maintained by UNDP;

(b) A 4 per cent fee in the amount of $3,715,534. UNDP uses a management services arrangement for the administration of the staffing component given that it is necessary to recognize the nature of this component; hence the costing is exceptionally at 4 per cent;

(c) An 8 per cent fee for total non-staff costs including travel and direct costs in the amount of $4,931,759 as endorsed by the UNDP Executive Board for recovery of non-core contributions. UNDP will provide a turnkey solution whereby UNDP is responsible for all direct administrative support, which includes human resources, budget and finance, procurement and general administration, defined as standard services. Ad hoc and non-standard services will be charged directly based on the locally maintained price list. The diffused arrangements in 131 locations with relatively small resident coordinator office presence decrease the possibility of realizing efficiencies of scale;

(d) Contractual services in the amount of $6,450,000 in support of coordination activities, to include the rental of venues and conference facilities for the convening of stakeholders to advance the 2030 Agenda for Sustainable Development in line with national needs and priorities.

General operating expenses

101. The amount of $27,608,000 provides for:

(a) Rental of premises in the amount of $10,370,000, which funds the actual costs of current UNDP country offices on a pro rata basis for eight staff members based on a square meter unit estimated charge for the standard space allocation to United Nations staff members. In addition, the estimate includes a standard charge per annum of $50,000 for those offices that are currently rent-free under the UNDP Standard Basic Assistance Agreement. As of 1 January 2019, the offices under the Agreement may be required to pay rent subject to any host country agreement negotiated between UNDP and the host Government;

(b) Premises alterations in the amount of $6,669,000, which constitutes an amount of $50,000 per annum per office for alterations to accommodate the additional personnel that will comprise the resident coordinator office;

(c) Operating expenses for utilities, contracted security, information and communications technology costs, and common services in the amount of $6,513,000 based on actual costs of current UNDP country offices on a pro rata basis for staff in the resident coordinator offices;

(d) Rental of vehicles, including fuel and maintenance costs, in the amount of $4,056,000, which is based on actual costs of current UNDP country offices on a pro rata basis for two vehicles per resident coordinator office. This provides a total of 262 vehicles at a cost of $1,300 per vehicle per calendar month for fuel and maintenance.

Hospitality

102. The amount of $1,310,000 provides for $10,000 per resident coordinator office in 131 countries, which will provide for the cost of official functions for meeting officials of host countries and Member States.

Supplies and materials

103. The amount of $1,840,000 provides for $146 per staff member per calendar month per office for general office supplies and materials.

Furniture and equipment

104. The amount of $4,441,000 provides for:

(a) A new laptop and cell phone for each staff member at $2,000 and $1,000 per unit, respectively, on the basis of actual inventory costs in the UNDP country offices;

(b) Furniture and equipment on the basis of actual inventory costs in UNDP country offices for seven persons (excluding the driver) and rental of furniture for each staff member at $150 per calendar month.

C. Programme support

Resource requirements: 11,573,300

105. Programme support to the resident coordinator system is provided by the resident coordinator system Business Management Branch in the Development Operations Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability and oversight of the resident coordinator system. To this end, the Business Management Branch provides daily business services and administrative support to the Development Operations Coordination Office, at headquarters level, including on human resources, information technology, finance, travel and procurement, as well as systems platform management. It is responsible for the development, oversight and reporting for the Office's headquarters workplan and budget. The Branch manages the operational relationship with the service provider of the resident coordinator system. It advises and provides backstopping support on business services to the Development Operations Coordination Office regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the Fifth Committee. Lastly, it is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system.

106. The distribution of resources for programme support is reflected in tables 24 to 26.

Table 24
Resource requirements: programme support

Category	*2019 resources*	*Posts*
Post	3 258.0	16
Non-post	8 315.3	–
Total (net of staff assessment)	**11 573.3**	**16**

Table 25
Summary of requirements by object of expenditure: programme support
(Thousands of United States dollars)

	2019 estimate
Posts	3 258.0
Other staff costs	255.9
Travel of staff	165.0
Contractual services	7 500.8
General operating expenses	329.0
Supplies and materials	20.1
Furniture and equipment	44.4
Total	**11 573.3**

Table 26
Post requirements

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	***Total***
Programme support	–	–	–	1	3	4	3	–	**11**	1	4	–	–	**16**

Posts

107. The amount of $3,258,000 would provide for the establishment of 16 posts (1 D-1, 3 P-5, 5 P-4, 2 P-3, 1 General Service (Principal level) and 4 General Service (Other level)). The Business Management Branch will be staffed by the following posts.

108. The Chief of Branch, System Business Management (1 D-1), will oversee the strategic managerial oversight of the Development Operations Coordination Office, including the monitoring and implementation of strategic plans, and ensure the set-up of required planning and reporting for the resident coordinator system. In addition to leading, supervising and carrying out the work of the Branch, the Chief will coordinate the support for the implementation of business operations strategies to help to optimize operational activities at the country level by eliminating duplication and by leveraging economies of scale and comparative advantages. The Chief will also represent the Office on operational matters at international, regional or national meetings.

109. The three P-5 posts are as follows:

(a) A Senior Human Resources Officer (1 P-5) will develop strategic human resources policy advice for the senior management of the Development Operations Coordination Office on the resident coordinator system and advise senior management on contractual issues for the resident coordinators, their offices and the Development Operations Coordination Office regional desks;

(b) A Chief of Section, Global Programme Finance (1 P-5), will oversee the development and compliance of finance and results-based management policies and strategies in accordance with General Assembly requirements to enable a system-wide approach and reporting for the entire resident coordinator system at all levels, headquarters, regions and countries. The Chief will produce a global framework to

integrate country- and regional-level results data for analysis, reporting and results-based budgeting;

(c) A Chief of Section, Global Resident Coordinator System Operations (1 P-5), will provide strategic advisory support to Development Operations Coordination Office senior management on the implementation of the resident coordinator system operations and deliver policy guidance to the Chief of Branch on the development and management of overall strategies and interdivisional/interdepartmental policies and procedures. The Chief will manage the support of operational services in the field as well as at Development Operations Coordination Office headquarters.

110. The five P-4 posts are as follows:

(a) A Programme Officer (1 P-4) will provide substantive support to the oversight of the United Nations Sustainable Development Group, including strategic planning, monitoring and reporting to the General Assembly. The Programme Officer will perform operational risk management analysis of financial allocations, develop reporting tools and deliver reports, ensuring the compatibility of the Group's information management system with the requirements of the resident coordinator system;

(b) A Finance and Budget Officer (1 P-4) will provide substantive support to the Chief, Global Programme Finance Section, in the management of all financial resources, including planning, monitoring and reporting. Responsibilities will include substantive support to the resident coordinator system budget management and ensuring effective and accurate financial resources planning, management, oversight and reporting;

(c) An Information Management Officer, Integrated Resident Coordinator Systems Information Platforms (1 P-4), will contribute to the formulation of overall policies, procedures, objectives and guidelines affecting the strategic development and management of Development Operations Coordination Office platforms in liaison with substantive managers to ensure the viability of development needs and the rationalization and the efficiency of the management of United Nations Sustainable Development Group platforms, databases and networks, delivery of reference services, archival description and systems management;

(d) A Programme Officer, Strategic Planning (1 P-4), will manage the integrated Development Operations Coordination Office workplanning process and support the Office's strategic planning, budget management and reporting, specifically the Branch's workplan and budget. The Programme Officer will provide strategic support in the development of the strategic planning process to be undertaken by the United Nations Sustainable Development Group to determine the strategic priorities and results framework for the resident coordinator system;

(e) An Administrative Officer, Global Resident Coordinator System Operations (1 P-4), will provide operational support to the resident coordinator system both in the field and at Headquarters. The Administrative Officer will contribute to the development of operational policies for the resident coordinator system and propose solutions for operational issues at the country and regional levels.

111. The two P-3 posts are as follows:

(a) A Procurement Officer (1 P-3) will plan, develop and manage all procurement and contractual aspects of projects of significant complexity related to worldwide procurement of diverse services and commodities. The Procurement Officer will advise the resident coordinator offices and United Nations country teams

on the proper adoption of procurement guidelines as specified in the United Nations Secretariat;

(b) A Finance and Budget Officer (1 P-3) will contribute to the design of headquarters finance business processes, provide strategic support to the resident coordinator offices and United Nations country teams on financial issues and clarify the content of internal standard operating procedures in the area of finance. The Finance and Budget Officer will also provide guidance to resident coordinator offices and United Nations country teams on the preparation of budgets, analysis and reporting on approval processes.

112. A Finance and Budget Assistant (1 General Service (Principal level)) will provide technical support for budget planning, administer the cost recovery system and monitor contributions, as well as assist managers in the explanation of resource requirements for budget submissions.

113. The four General Service (Other level) posts are as follows:

(a) An Information Systems Assistant (1 General Service (Other level)) will ensure compliance with corporate information systems management and technology standards, guidelines and procedures for the Development Operations Coordination Office technology environment. The Assistant will support help desk functions for United Nations Sustainable Development Group platforms and organize training sessions for the Development Operations Coordination Office staff on information systems issues;

(b) A Procurement Assistant (1 General Service (Other level)) will serve as a focal point for logistics and events in the Development Operations Coordination Office and support the Procurement Officer in the implementation of procurement strategies and actions;

(c) A Human Resources Assistant (1 General Service (Other level)) will manage the help desk function for inter-agency human resources issues by tracking, routing and monitoring queries within the Development Operations Coordination Office to ensure timely responses. The Assistant will support the Human Resources Officer in the recruitment process, including the preparation of job descriptions, job classification, vacancy announcements, the screening of candidates and the preparation of documentation for the review process;

(d) A Programme Assistant (1 General Service (Other level)) will provide administrative support to the Chief of Branch and draft communications relating to all aspects of programme/project operations, including workplan and budgets, revisions and other related issues.

Other staff costs

114. The amount of $255,900 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

Travel of staff

115. The amount of $165,000 provides for the following:

(a) Five travels to each of the five regional desks by the Chief of the resident coordinator system Business Management Branch and the Programme Officer for three working days to meet with Regional Directors and their teams to support them in business operations work through training, advice and guidance;

(b) Twenty-five travels to programme countries and regional desks to support business operations work through training, advice and guidance.

Contractual services

116. The reinvigoration of the resident coordinator system will result in an increase in client services managed by the United Nations Secretariat, which would require a wide range of services by offices at Headquarters, including the Department of Management (Office of Human Resources Management and Programme Planning and Budget Division), the Office of Central Support Services, the Office of Information and Communications Technology and the Office of Legal Affairs. The cost of the services is estimated at $7,500,800.

General operating expenses

117. The amount of $329,000 provides for communication costs (cell phone, landline), utilities, courier charges and printing.

Supplies and materials

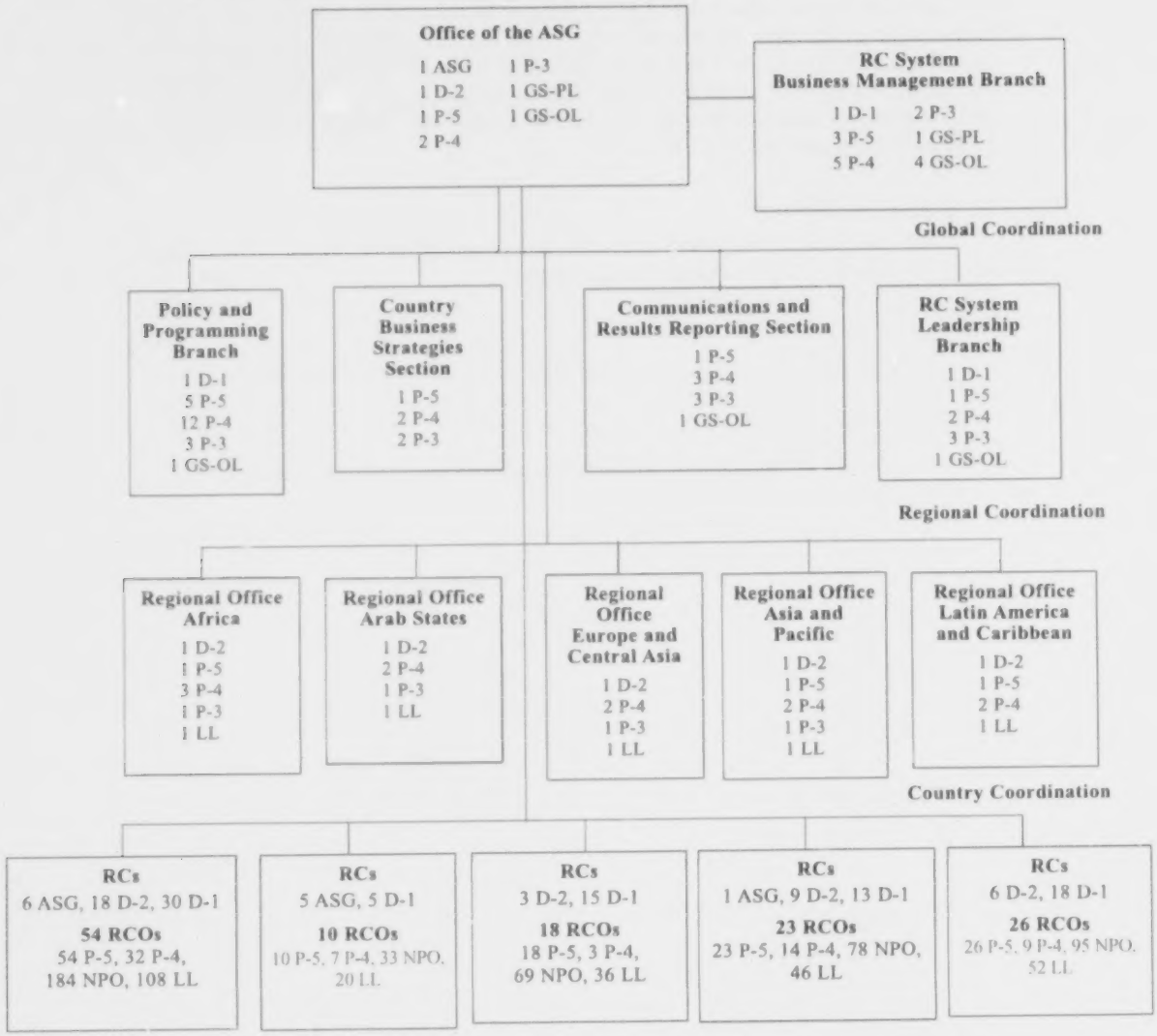
118. The amount of $20,100 provides for daily office supplies and materials.

Furniture and equipment

119. The amount of $44,400 provides for the replacement of office equipment.

Annex III

Organizational structure and post distribution for 2019*



* The chart reflects only posts to be funded through the special purpose trust fund during the 2018–2019 biennium.

Abbreviations: ASG, Assistant Secretary-General; GS-OL, General Service (Other level); GS-PL, General Service (Principal level); LL, Local level; NPO, National Professional Officer; RCs, Resident coordinators; RCOs, Resident coordinator offices.

United Nations A/73/425

General Assembly

Distr.: General
12 October 2018

Original: English

Seventy-third session
Agenda item 136
Programme budget for the biennium 2018–2019

Seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the seismic mitigation retrofit and life-cycle replacements project at the premises of the Economic and Social Commission for Asia and the Pacific in Bangkok (ESCAP) (A/73/327). During its consideration of the report, the Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses dated 27 September 2018.

2. The report of the Secretary-General is submitted pursuant to General Assembly resolution 72/262 A, in which the Secretary-General was requested to submit to the Assembly, at the main part of its seventy-third session, a progress report on the implementation of the project.

II. Progress on the implementation of the project

Design and tender phase

3. The Secretary-General states in the report that, following the onboarding of the lead consulting firm in October 2017, a project inception report was submitted in December 2017, which set the criteria and basis for the design phase, which started in January 2018. The lead consulting firm also conducted the first value engineering workshop at the Economic and Social Commission for Asia and the Pacific (ESCAP) in February/March 2018. The peer review of the ESCAP secretariat building was completed in June 2018, while the peer review for the service building will be finalized in August 2018 (A/73/327, paras. 35–38). Upon enquiry, the Advisory Committee was provided an update on the current design and tender phase of the project. According to the update, as of September, the detailed design for all elements

of the project had been submitted by the lead consulting firm and the next submissions, consisting of the production of construction documents and the bidding package for the general contractor, would be delivered between October and December 2018. Subsequently, the request for proposals for the general contractor would be issued in early January 2019, with an expected award date in the fourth quarter of 2019. The Committee was further informed that 2019 would mostly consist of tendering activities, including bidding for the general contractor, moving and logistics services, and furniture providers.

4. In the report, the Secretary-General indicates that ESCAP has continued to brief Member States and solicit voluntary contributions from them on a regular basis and that, while no concrete offers have been made, ESCAP will follow up with the Member States that may be able to offer technical or other support expertise, such as Junior Professional Officers and non-reimbursable loans (A/73/327, paras. 5–6). **The Advisory Committee encourages the Secretary-General to continue engaging with Member States to seek voluntary contributions and other forms of support for the project.**

5. Regarding project governance, the Secretary-General states in the report that the project owner is the Executive Secretary of ESCAP, with the Director of Administration at ESCAP serving as the Project Executive, while day-to-day project execution is under the leadership of the dedicated Project Manager. The stakeholders committee meets on a quarterly basis to be briefed on the progress of the project. In addition, the dedicated project management team and the Global Property Management Service of the Office of Central Support Services of the Secretariat meet fortnightly to ensure coordination on the day-to-day execution of the project. The dedicated Project Coordination Officer is located in the Global Property Management Service in New York and is funded on a cost-sharing basis with the Africa Hall project at the Economic Commission for Africa (A/73/327, paras. 10–15).

6. The Secretary-General also indicates that the life-cycle replacement scope of the project covers the areas of fire and life safety, upgrades of heating, ventilation and air-conditioning systems, electrical systems, lighting, information technology upgrades, the facade, the roof, sewerage and plumbing upgrades and interior renovation works. The treatment of the current secretariat facade is one of the main tasks of the life-cycle replacements project, which consists of replacing the current glazing with superior, high-quality, double-glazed laminated windows with increased light transmittance and reduced heat gain and an external thermal insulation composite system to cover the concrete beams. The secretariat building roof will also undergo full replacement of the waterproofing surfaces and upgraded water collection and drainage and structural support points (A/73/327, paras. 41–42 and 44). Upon enquiry, the Advisory Committee was informed that the new configuration of windows would allow for easier maintenance and cleaning of the façade, which would reduce the need for specialized equipment to maintain the exterior. The Secretary-General also indicates that the electrical distribution systems need to be replaced and the lighting distribution system will be upgraded. In terms of structural fire protection, the structure's deficiencies include inadequate fire ratings of beams, columns and floor slabs (ibid., paras. 45–46).

7. Regarding the seismic mitigation retrofit design, the Secretary-General states in the report that the percentage of columns to be retrofitted is approximately 10 per cent of the total number of columns, whereas the percentage of beams to be retrofitted is roughly 30 per cent. Furthermore, while some small portions of the link bridge slabs were identified as requiring retrofit, there was a decrease in the percentage of wall area requiring carbon fibre reinforced polymers (A/73/327, para. 38). Upon enquiry, the Advisory Committee was informed that, during the peer review process, the structural analysis had to be modified in order to more accurately reflect the

expected behaviour of the building in a seismic event. The Committee was further informed that this had resulted in a change to the total number of columns and beams being retrofitted, although there had been no change in the scope of the project.

Swing space

8. The Secretary-General also indicates in the report that the project team has refined the approach to the overall implementation strategy, in particular regarding the swing space strategy, which allows all occupants to be accommodated in on-site swing space. The host country had previously identified temporary off-site swing space options for ESCAP, but the space would no longer be required under the revised implementation strategy, which utilizes only on-site swing space. The Secretary-General also states that this would be more cost-effective and more beneficial for business continuity. The revised strategy would increase the number of construction phases from four to five, which would reduce the number of staff in each move and reduce the swing space required from 4,000 to 2,000 m^2. The reduction would enable all swing space to be provided on site in the current ground floor of the secretariat building and in new construction of 1,200 m^2 on the ESCAP premises (A/73/327, paras. 8 and 54–57).

9. Upon enquiry, the Advisory Committee was informed that the new construction of 1,200 m^2 would comprise both new construction and an extension to the existing conference centre building. The Committee was also provided a graphical representation of the swing space strategy and new construction. The construction would utilize space in the garden and under an existing link bridge, as well as a link into the existing building to create 800 m^2 of space at the ground floor level. In addition, a mezzanine floor would be constructed in both the new and old areas to create 450 m^2 of space. Finally, a first floor would be constructed at the same level as the link bridge and would connect to the existing cafeteria dining space to add 120 m^2 to the dining area. The Committee was further informed that the space had not been considered in future rent projections and that usage of the space after the completion of the project had not been determined. **The Committee trusts that the Secretary-General will provide the General Assembly with information regarding the proposed future use of the space at the time of its consideration of the report of the Secretary-General.**

10. **The Advisory Committee notes the proposed modifications to the seismic mitigation retrofit design and the swing space strategy, including the proposed new construction. The Committee recalls that the scope of the project was approved by the General Assembly in section IV of resolution 71/272 A and stresses that any changes to project scope would require Assembly approval. The Committee expects that more detailed information on the proposed modifications will be provided to the Assembly at the time of its consideration of the present report.**

11. With regard to the resulting savings from implementing a more cost-effective swing space option, the Advisory Committee was informed upon enquiry that the previous estimated amount for off-site and on-site swing spaces was $6.53 million, while the current on-site swing space option was estimated at $4.27 million, resulting in a cost variation of $2.26 million. The Committee was further informed that that amount would now be used for previously unknown but essential fire and life safety mitigation work. **The Committee notes with concern that such essential work was previously unknown. The Committee expects that the Secretary-General will ensure that the project delivers renovated buildings that conform to relevant building codes and standards, including on seismic mitigation and workplace safety. The Committee further notes that the fire and life safety mitigation work is estimated to cost the same amount as the cost variance between the swing space**

options and trusts that the Secretary-General will provide to the General Assembly a breakdown of the costs related to the fire and life safety mitigation work to justify the estimate of $2.26 million.

Project team

12. As indicated in the report, of the seven currently approved project positions in the project team, six are encumbered, and the incumbent of the remaining position of Building Electromechanical Engineer (National Officer) is expected to be on board by 1 September 2018 (A/73/327, paras. 17–18). Upon enquiry, the Advisory Committee was informed that owing to low levels of interest from qualified applicants, the posting period had to be extended twice, and the position was still under recruitment. **The Committee trusts that the Secretary-General will expedite the recruitment of the remaining position of Building Electromechanical Engineer (National Officer).**

13. The Secretary-General requests the establishment of two temporary positions, effective 1 January 2019: one on-site Information Technology Assistant (Local level) to support the information technology infrastructure design works related to on-site swing space construction; and one Logistics and Coordination Officer (National Officer) for the planning, oversight and management of the on-site swing space accommodation (A/73/327, para. 82 (a)). Upon enquiry, the Advisory Committee was informed that in the original budget, the Logistics and Coordination Officer position was to become available in 2019 and the Information Technology Assistant position in 2020. The position is now being brought forward to 2019 to ensure that information and communications technology infrastructure is integrated into the project at the design phase in order to plan for any future technological shifts, support a dynamic working environment and facilitate work with strategic partners in technology, including the Office of Information Communications Technology in New York. The Committee was further informed that there would be no impact on the overall budgeted cost or on the total duration of the position, which would remain at three years. **The Committee recommends approval of the establishment of the two temporary positions.**

Energy efficiency

14. According to the report, the project will aim for compliance with Leadership in Environmental and Energy Design for building renovation projects and the WELL building standard (a building standard that measures occupant wellness in the built environment). As projected in the 2016 report of the Secretary-General (A/71/333 and Corr.1), the project would achieve a 16–18 per cent energy efficiency gain (A/73/327, paras. 48–49). Upon enquiry, the Advisory Committee was informed that the target energy efficiency gain would comprise the following: upgrade of the façade (47 per cent); new daylighting controls (17 per cent); and upgrades to the heating, ventilation and air conditioning system (36 per cent). The Committee was also informed that the current energy consumption in the ESCAP secretariat building stood at 3.04 GWh per year. With a post-project consumption estimated at 2.42 GWh per year, a reduction in annual energy consumption of 0.62 GWh per year is projected, which would exceed the 18 per cent target energy efficiency gain. **The Committee welcomes the expected energy efficiency gain from the project and encourages the Secretary-General to continue to ensure that the project is energy-efficient and in compliance with applicable standards.**

Accessibility

15. According to the report, a campus-wide accessibility assessment conducted by the expert consultants was completed on 8 October 2017 with the final approval of the accessibility report issued by the ESCAP accessibility working group in J[illegible]

2018. The interior renovation works in the secretariat building will incorporate, as part of the design, accessibility features that are identified in the accessibility road map and that comply with United Nations and international standards (A/73/327, paras. 50 and 53). **The Advisory Committee expects that the results of the accessibility assessment will be fully taken into account in the design of the project and its implementation.**

Risk management

16. With respect to risk management, the Office of Central Support Services has, in consultation with the ESCAP project team, established a risk management strategy for the project. Following a risk workshop conducted in March 2018, the project risk management strategy document, a risk register and a quantitative (Monte Carlo) analysis of risks were produced. An independent risk management firm will also produce two annual reports in July 2018 and in the first quarter of 2019 (A/73/327, paras. 21–22). Upon enquiry, the Advisory Committee was informed that the contract amount for the independent risk management firm is $140,000, as compared with the budgeted amount of $233,000. The Committee was further informed that, as a result, additional funds were available should additional risk management services be required on the project.

17. According to the report, the Monte Carlo simulation shows that at the United Nations benchmark level of 80 per cent, the project would be expected to come in at approximately $42.5 million, or $2.5 million over budget. The Secretary-General further indicates that there is a relatively low level of confidence, or roughly 12 per cent, that the project will be completed within the approved project budget of $40.019 million without further risk mitigation action. He also states that, in order to proactively manage the risk, the Secretariat conducted value engineering exercises to target optimal solutions at a lower cost without compromising quality, and to identify strategies for reducing the risk of budget overruns. The project team would then be able to issue final construction documents for bids to deliver the actual cost of the construction phase within budget (A/73/327, paras. 21–26). In addition, he states that he remains fully confident that the project will be completed within allocated budgetary resources and the approved project duration (ibid., para. 4). **The Advisory Committee expects the Secretary-General to take all necessary measures to ensure the delivery of the project within the scope, budget and timeline approved by the General Assembly. The Committee also trusts that the next report of the Secretary-General will include an update on risk management and the mitigation measures taken.**

Project accountability

18. By its resolution 71/272 A, the General Assembly requested the Secretary-General to entrust the Office of Internal Oversight Services (OIOS) with providing oversight of the project and to include information on key findings in the context of the annual reports of the Office on its activities. In paragraph 76 of the report, the Secretary-General states that OIOS conducted its second audit of the project in early 2018 and an on-site mission to the ESCAP premises in Bangkok in February 2018. **The Advisory Committee trusts that the Secretary-General will ensure the implementation of the recommendations of OIOS.**

III. Project schedule and cost plan

19. With respect to the project schedule, the Secretary-General states that owing to the lead time required for preparing on-site swing space, construction works would

begin in early 2020 instead of mid-2019 as had previously been reported. In order to comply with the December 2023 completion date, closeout periods would begin after the completion of each of the five construction phases, with the final closeout phase reduced from 12 to 6 months. The shift in the construction period is attributable mainly to a longer-than-anticipated design, construction and procurement period for the swing space, and a longer-than-anticipated design period for the main works. However, he indicates that the shift in schedule is not expected to result in additional project costs (A/73/327, paras. 65–68).

20. With respect to project costs, the Secretary-General submits a proposed revised cost plan. Upon enquiry, the Advisory Committee was provided with the table below, which shows a comparison between the previous and proposed revised cost plans. **The Committee is of the view that where the Secretary-General proposes a revised and substantially different project cost plan, it would be a good practice for the Secretary-General to provide the comparative information and explanations relating to both the original cost plan and the revised cost plan in his report. The Committee recommends that such comparative information be provided for all future construction projects, as required.**

Comparison between previous and proposed revised cost plans

	A/72/338	*A/73/327*	*Difference*	
	(a)	*(b)*	*(b)-(a)*	*Reasons for the difference*
Construction costs				
Building costs	18 284.8	20 358.0	2 073.2	Change in the construction methodology from 4 to 5 phases
Swing space costs	6 341.2	4 268.0	(2 073.2)	Change from a combination of both off-site and on-site swing spaces to an on-site only solution
Physical security system	190.0	190.0	–	
Subtotal, construction costs	**24 816.0**	**24 816.0**	–	
Professional services				
Lead consultancy firm	1 890.4	2 522.8	632.4	Reflects the awarded contract of the lead design consultant, following a competitive procurement process
Seismic design	98.2	134.4	36.2	Increase in required services to include analysis of two pedestrian bridges linked to the secretariat building
Risk management	233.2	233.2	–	
Other services	147.7	349.7	202.0	Reduction in project quality assurance services, offset by an increase in required third-party peer review and change management services
Subtotal, professional services	**2 369.5**	**3 240.1**	**870.6**	
Escalation	**4 759.7**	**3 889.1**	(870.6)	Reflects the recalculation of escalation, on the basis of the new construction methodology and the revised base year of 2018
Contingency	**3 194.5**	**3 194.5**	–	
Project management	**4 879.3**	**4 879.3**	–	
Total	**40 019.0**	**40 019.0**	–	

21. With regard to expenditures, the Secretary-General states in the report that the approved funding for 2017 and 2018 amounts to $4,934,600, with actual expenditures

as at 30 June 2018 amounting to $1,871,100, and projected expenditures for the remainder of 2018 amounting to $1,901,100. The variance of $1,162,400 is attributable mainly to the following factors:

(a) Unused balance of $1,899,000 under construction costs: owing to the revised implementation and swing space strategy, the construction of swing space will not begin until 2019;

(b) Overexpenditure of $907,100 under professional services, attributable mainly to the contract for the lead consulting firm which exceeds the estimated costs;

(c) Unspent balance under escalation, in the amount of $246,800;

(d) Projected increase of $110,100 under project management costs related mainly to the onboarding costs of the project staff and the official travel of team members in 2017 (A/73/327, paras. 80 and 81).

22. With regard to the overexpenditure of $907,100 under professional services, the Advisory Committee was informed upon enquiry that the contract of the lead consulting firm was awarded at $632,000 over the budgeted amount of $1.89 million following a competitive procurement process. The Committee was further informed that given the high degree of uncertainty in terms of the actual amount of construction oversight required, it was possible that the amount of required services could be reduced so as to avoid spending the full contracted amount. **The Committee notes with concern that the procurement process for the contract for the lead consulting firm has resulted in a contract award that exceeds the budgeted amount by $632,000, for a total of $2.5 million, and trusts that relevant measures will be taken to reduce the amount of required services and related expenditure. The Committee expects the next report of the Secretary-General to include further information on the actual costs under professional services.**

23. With respect to the projected increase of $110,100 under project management costs, the Advisory Committee was provided upon enquiry with the following breakdown: onboarding costs related to the two positions (1 P-4 and 1 P-5) in the project management team ($52,100); increase in the cost of the P-4 Project Coordination Officer at Headquarters ($33,300); and travel expenditure ($24,700) for the travel of two staff members from the United Nations Office at Nairobi and the Office of Central Support Services to participate in the technical evaluation committee for the lead consulting firm contract. **The Committee is of the view that, as these costs related to the recruitment and travel of staff are known costs, the related amounts should have been factored into the budgeting for the project cost plan. While the Committee does not object to the projected increase under project management costs for 2018, it underscores the importance of accurate budgeting in project cost plans.**

24. With regard to rental income, the Secretary-General indicates in the report that the rental charge for 2018–2019 is $264 per annum per square metre for United Nations agencies, funds and programmes and $279.60 for commercial tenants. The income from the rental of premises in 2018–2019 is estimated at $7,014,554 (A/73/327, para. 72).

Contingencies

25. The cost plan includes $3.194 million as contingency funding, with a projected expenditure of $333,000 for the period from 1 July to 31 December 2018 (A/73/327, table 3). Upon enquiry, the Advisory Committee was informed that although there was no intention to spend contingency funding in 2018, the amount of $333,000 for contingency expenditure was being retained in the current projection to cover potential [illegible] contract [illegible] [illegible] circumstances. The

Committee was further informed that if the contingency were unspent, the amount would be rolled over into 2019. **The Committee considers that the amount of $333,000 under contingency funding is not fully justified and trusts that the next report of the Secretary-General will provide more detailed information.**

IV. Conclusion

26. The recommendations of the Secretary-General on proposed actions to be taken by the General Assembly are set out in paragraph 85 of the report. **Subject to its recommendations and observations above, the Advisory Committee recommends that the General Assembly:**

(a) **Take note of the progress made since the issuance of the previous report of the Secretary-General;**

(b) **Take note of the revised project cost plan;**

(c) **Approve the establishment of two temporary positions (one National Officer and one Local level), effective 1 January 2019, in the project support team, under section 19, Economic and social development in Asia and the Pacific, of the programme budget for the biennium 2018–2019;**

(d) **Appropriate a net amount of $4,484,500 for project activities in 2019, comprising $1,065,500 under section 19, Economic and social development in Asia and the Pacific, and $3,419,000 under section 33, Construction, alteration, improvement and major maintenance, of the programme budget for the biennium 2018–2019, which would represent a charge against the contingency fund.**